Sustainability Report
CWS-boco

cws boco

Key figures for 2012

Company		2012
National subsidiaries in Europe and China		18
Company-owned laundries		55
Sales	million euros	757
EBIT adjusted	million euros	63
EBIT	million euros	58
PBT	million euros	38
Ownership by the Haniel Group	%	100

We publish our annual financial results and our capitalization as part of the Haniel Annual Report.

Environment and safety		
Energy consumption*	gigajoules	902,852
Water consumption	cubic meters	1,302,087
CO_2 emissions	tonnes	57,625
Chemicals	tonnes	2,863
Safety training		207

* Total of direct and indirect energy consumption.

Employees		
Employees		7,643
Permanent employees	%	83
Nations		>60

Our service cycle:
serving you – serving nature

A detailed illustration of our products' lifecycle can be found in

--- Thesis #1, p. 6–7

CWS – boco

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Dear Reader,

CWS_boco

CWS_boco

"As a provider of textile solutions on a rental basis, sustainability is part of our DNA. CWS-boco stands for hygienic reusable products, protecting health and conserving natural resources."

Sustainability is a central component of CWS-boco's corporate strategy. In our business model, increasing economic success and sustainability go hand in hand. We see ourselves as a pioneer in terms of sustainability in the textile services industry and we take our responsibilities towards our employees, society and the environment very seriously. This self-image is reflected in our mission statement "Serving you – serving nature". Our commitment to our customers and our service in the interests of the environment are based on these convictions. "Serving you" – we offer our customers a comprehensive service for washrooms, dust control systems and textile services. From providing professional advice to the reliable delivery of products, we are always a competent partner for our customers. In addition, we are pursuing a sustainable business model in all of our processes – "serving nature". We rent out our products and launder them in our modern laundry facilities, time and time again, in an environmentally friendly manner and in accordance with the highest hygiene requirements. We are setting the benchmark. The products are delivered by our service fleet which uses sustainable drive technologies such as natural gas and electric power. We are also continuously developing this aspect. Protecting the environment and our natural resources is an integral part of our corporate policy. Likewise, our employees are the focal point of our commitment. Their health and safety are top priorities for us. We invest in their further training and would like them to think of us as good employers. Beyond our own company, we also assume environmental and social responsibility throughout our supply chain. We specify standards in our conditions of purchase and are a participant of the Business Social Compliance Initiative and a member of the Sustainable Apparel Coalition.

We are illustrating and documenting our comprehensive commitment in this Sustainability Report. We have specified key performance indicators (KPIs) in the four areas of business, ecology, employees and social responsibility, which we use to evaluate our actions to increase sustainability in the CWS-boco Group in accordance with the standards of the Global Reporting Initiative (GRI). In addition, we are reporting on many large and small projects from all CWS-boco countries, which make up our responsibility and our commitment to our employees, the environment, social issues and the business environment.

We would like to continuously promote the topic of sustainability at CWS-boco and are doing our utmost to achieve this. It is our goal to commit ourselves to a more sustainable and livable world in the future as well. We want to conserve precious natural resources and use them carefully. Our motto is "Handle with Care". Read this report to find out what we are already doing to achieve this.

Yours,

Max Teichner
CHAIRMAN OF THE MANAGEMENT BOARD
CWS-boco INTERNATIONAL GMBH

CWS–boco

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About this report

Sustainability is not simply a project for us. Rather, it is a deeply ingrained part of our business model. As a provider of textiles on a rental basis, the concept of providing reusable textile products and laundering them in a resource-saving manner is a definite part of our corporate policy. We are setting out our commitment to sustainability in the areas of business, the environment, employees and society in this Corporate Responsibility Report. We are documenting the strategic importance of sustainability and its active integration into our business activities on the basis of quantitative and qualitative facts from the international CWS-boco Group.

Scope

The reporting period for the quantitative data covers the calendar year of 2012. This is the first time that data regarding sustainability in the CWS-boco Group has been extensively collected throughout the Group. The published data includes the Group's nine biggest-grossing national subsidiaries. They are CWS-boco Deutschland GmbH, CWS-boco Suisse SA, CWS-boco Italia S.p.A., CWS Nederland B.V., CWS-boco Sweden AB, CWS-boco Österreich GmbH, CWS-boco Ireland Limited, CWS-boco Polska and CWS-boco BeLux N.V. They make up 85 percent of the CWS-boco Group's employees and 94 percent of the Group's total sales.

As a textile services provider with our own laundry facilities and a large service fleet, the subjects of hygiene, energy, water, chemicals, biodiversity and resources are of strategic importance to us. In addition, we attach great importance to the health and safety of our employees as well as to social and environmental responsibility along the entire supply chain. For this reason, we have deliberately collected data from these areas, in order to measure our performance in terms of sustainability.

The qualitative facts in this report relate to the period of time leading up to the publication of the report in the summer of 2013. They provide a current overview of the many sustainability initiatives of the national subsidiaries and the holding company, CWS-boco International. The editorial deadline for the report was 26 July 2013.

Global Reporting Initiative

This report has been prepared on the basis of the guidelines of Global Reporting Initiative (GRI) 3.1. It has been evaluated by GRI Reporting Services and received "GRI Level C" confirmation.

An overview of the GRI indicators can be found at the end of the report. It will be updated annually. The report as a whole is to be re-published every two years.

Report online

This sustainability report is available in digital form at www.cws-boco.com/sustainability.

--- Scan the QR code for direct access to the online portal

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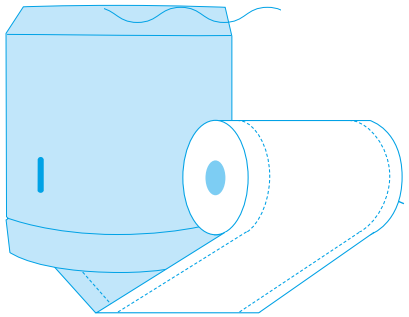
#1

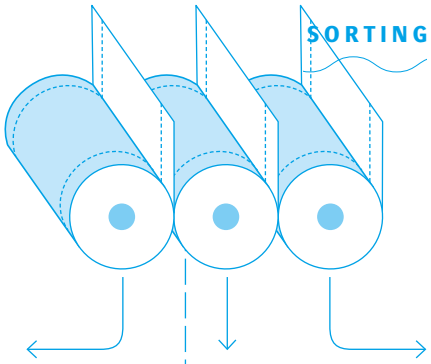
Hygienic reusable products instead of resource-intensive disposable products

1. COLLECTION



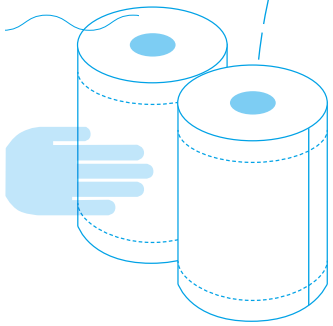
Our service drivers regularly collect towel rolls, mats and workwear from our customers for laundering in our laundry facilities.

2. SORTING



On arrival in our laundry facilities, textile items are sorted for the different wash programmes, ensuring that every item is cleaned in precisely the manner required.

6. DELIVERY



Freshly laundered, dried and inspected, our service drivers return the towel rolls, workwear and mats to our customers. Every day, in Europe and China.

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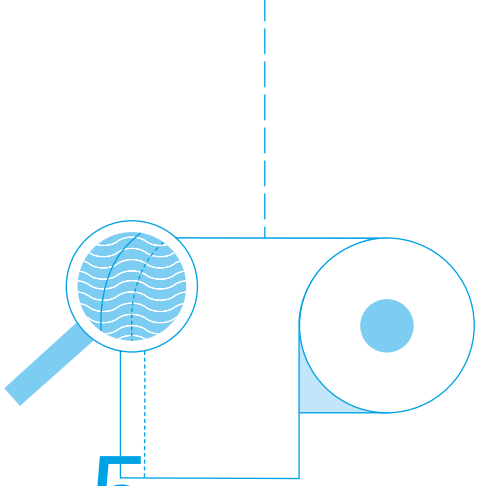
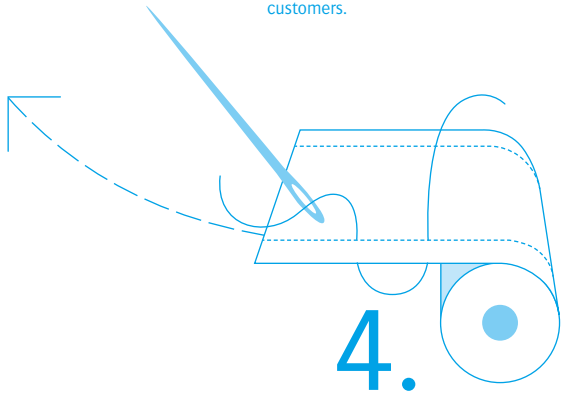


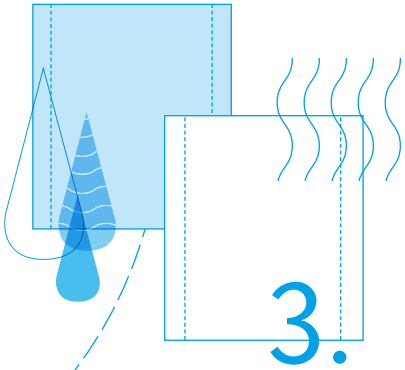
5. QUALITY CHECK

Quality control of our products takes place at all points of our service cycle: on collection and delivery by the service driver and by our staff in our laundry facilities.

We examine all of the textiles in our laundry facilities in order to repair any worn areas before the products are returned to our customers.



4. REPAIRING AND REPLACEMENT



3. WASHING AND DRYING

We launder approximately 30 million towel rolls and 82 million items of clothing worldwide each year – and we do so as resource-efficiently as possible.

Collection, sorting, laundering, quality control, delivery – we do all this, time and time again. As a provider of textiles on a rental basis, our business model is based on reusable products. A towel roll, for example, provides up to 150 portions for drying hands and can be laundered and reused up to 100 times.

15,000 × HAND WASHES + 0 × WASTE = serving you serving nature

#2

Recycling instead of disposal

WE SAVE:

150–175
M³ WATER

5,000
KWH

PER
DAY

Thanks to modern technology, we continually reuse up to 70 percent of the washing water in the wastewater facility in Solingen, which was commissioned at the end of 2009. We are assisted in this process by microorganisms which remove organic and inorganic substances from the water.

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#3

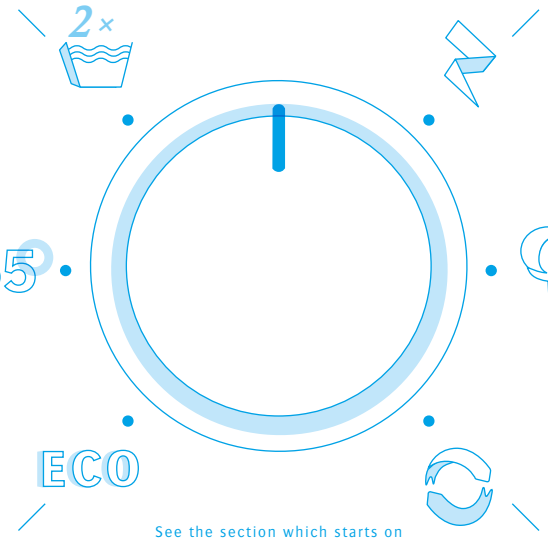
Delicate cycle instead of full programme

REUSING OF WATER

Towel rolls and dust control mats are cleaned in our facilities using the same water. Following laundering of the rolls, the washing water is used to launder our mats and is recycled for the pre-wash.

DOUBLE UTILIZATION OF HEAT

We use things again and again. That is true not only of water and our textile products. We also retain the existing heat in the washing process. Heat exchangers ensure that waste-water from laundering our products heats fresh water, without the need for additional energy.



LOW TEMPERATURES

We launder our textiles so that they are microbiologically clean – without always requiring a temperature of 95°C. For example, we wash at a temperature of only 55°C in our laundry in Neuss, without compromising quality.

SORTING OF TEXTILES

We ensure that every material is treated as required. That means that not only do we sort all textiles for the correct wash programmes, but also according to their degree of soiling. We can therefore wash less soiled textile items in a much more environmentally friendly manner.

EFFICIENT DETERGENTS

The detergents that we use play a central role in determining the cleanliness of our textile items. We use particularly efficient means of removing soiling from materials, even at low temperatures.

WATER RECYCLING

Not only do we use our washing water twice, but we also treat it again, for example in our laundry in Solingen, so that we can use it again and again. This saves us a lot of fresh water – approximately 108,000 litres a day in Solingen.

See the section which starts on --- p.49 for further information

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#4

Optimizing service trips instead of wasting fuel

Our service drivers cover approximately 240,000 kilometres in approx. 1,600 vehicles every day travelling to our customers. And they do so in an environmentally friendly way thanks to route optimization and alternative drive systems. Before our drivers set off, the shortest route is calculated from the customer stops.

CWS and boco products are delivered together. This saves additional trips equating to up to 1.25 million kilometres per year. Our drivers cover the majority of the kilometres driven using vehicles powered by alternative drive systems such as natural gas or electricity. To also ensure that we use as little fuel as possible, we train our drivers to drive in a way that conserves resources.

– – – p. 60 for further information

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#5

Long-term partnership instead of short-sighted operations

CWS-boco also demonstrates continuity in business by way of long-term customer relationships. These have an average duration of more than 12 years.

"We have been providing our employees at SGL Carbon in Bonn with boco workwear for more than 20 years. A reliable and competent partner is important to us – as well as continuity in our business relations. boco responds to our needs and ensures that we are satisfied by providing the right service."

Bernd Reifferscheid

HEAD OF GENERAL SERVICES AT SGL CARBON IN BONN

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#6

Accurate service instead of superfluous capacities

Cotton towel dispensers still full? The Washroom Information Service (WIS) makes it possible for dispensers to send details of their current filling level in virtually real time via radio frequency. Operators or cleaning staff are notified by e-mail or SMS when supplies are running low and can then refill the dispensers. In the long term they will receive an evaluation of the use of their washrooms. CWS WIS thus provides the basis for more efficient facility management which will benefit both operators of washrooms and users.

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#7

Systematic protection instead of latent risks

HIGH-VISIBILITY CLOTHING

DIN EN ISO 20471

WEATHER PROTECTION

DIN EN 343

HEAT AND FLAME PROTECTION

DIN EN ISO 11612

PROTECTIVE CLOTHING – ELECTRO-STATIC PROPERTIES

DIN EN 1149

CHEMICAL PROTECTION

DIN EN 13034 TYPE 6

WELDING PROTECTION

DIN EN ISO 11611

boco's workwear and personal protective equipment guarantee greater safety in the workplace. Our clothing meets the highest standards of quality and offers the right protection for our customers' individual needs.

ARC FAULT PROTECTION

DIN IEC 61482-1-2

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#8

Customized safety instead of standard offers

On-site at Rockwood Lithium, a boco customer

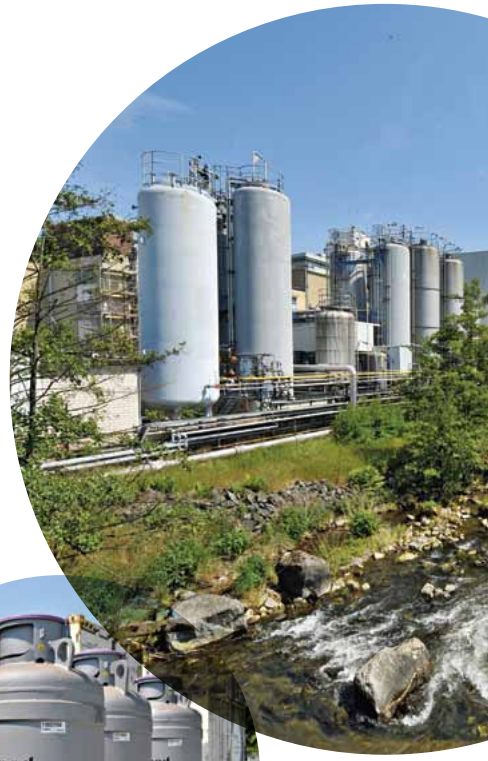
CUSTOMER SINCE

1986

"The protection of our employees while they are working is of fundamental importance to us and an elementary part of our commitment to sustainability. Safety at work has top priority and always complies with the most recent standards. To meet this claim, we need a service partner for workwear which supplies the best quality and advises us professionally. We have found this partner in CWS-boco. Regardless of whether we are working with chemicals, heat, open flames, or accidental arcing, our almost 400 employees who wear Multi Proof® apparel are perfectly protected during their daily work. We can count on this, thanks to boco."

Klaus Kleinschmidt

ROCKWOOD LITHIUM -- HEAD OF TECHNICAL PURCHASING



Safely in the working day wearing boco Multi Proof®
CWS-boco Sales Manager Jörg Wrede gives personal advice

About Rockwood Lithium

Rockwood Lithium is the world market leader for lithium compounds and one of the major producers of lithium raw materials. One known field of application for these products is lithium-ion batteries which are used, for example, in mobile phones or electric cars, or in commercially available batteries for electrical devices. Furthermore, the company is the leading supplier of special metal compounds based on caesium, barium, titanium and zirconium. The latter is to be found in triggers for airbags.

The chemicals company aspires to further growth in the markets for lithium-ion batteries and organometallic chemicals. The aim is to maintain the top position for highly-developed products, exemplary customer service and sustainable production.

Sustainability at Rockwood Lithium

Sustainability plays an important role at Rockwood Lithium. The chemicals company assumes responsibility for protecting its employees, customers, neighborhood and the environment. Therefore, a Safety and Health policy commits it to constant further development of safety measures in order to prevent accidents and injuries in the workplace. Wherever possible, the company promotes a considerate approach to handling the environment and resources.

Besides the company's initiatives, a major success factor in terms of sustainability is the commitment of the employees. The long-term objective is to prevent all work accidents, reduce the company's impact on the environment and to manufacture products based on sustainable technologies.

BOCO MULTI PROOF®

- Multifunctional workwear
- Comprehensive protection from a variety of dangers such as arc faults, heat, open fire and chemicals
- Integrated special fibers to combat electrostatic charges
- Active protection against sparks which can cause explosions
- Meets the requirements in terms of the protective characteristics of clothing stipulated by the relevant EN norms:

ARC-FAULT PROTECTION
DIN IEC 61482-1-2 / CLASS 1 4KA

WELDER PROTECTION
DIN EN ISO 11611

HEAT AND FLAME PROTECTION
DIN EN ISO 11612 / A1+A2 B1 C1 E1

PROTECTIVE CLOTHING:
ELECTROSTATIC PROPERTIES
DIN EN 1149-5

PROTECTION AGAINST CHEMICALS
DIN EN 13034 TYPE 6

- Examples of uses: petrochemicals, fuel stations, dangerous goods transport, power utilities and the metal-working industry

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#9

Clean standards instead of dirty businesses

Hygiene protection...

1. ...should be effective.
2. ...is a management responsibility.

Hygiene...

3. ...is an obligation.
4. ...is prevention.
5. ...follows the state of the art.

Hygiene responsibility...

6. ...must be shared.

#10

Fair purchasing instead of unfair conditions

CWS would also like to take responsibility along the value chain. Therefore, we have become a participant of the Business Social Compliance Initiative and a member of the Sustainable Apparel Coalition with CWS-boco Supply Chain Management GmbH.

Both organizations are committed to social sustainability in the textile industry. The recognition of their standards forms the basis of further cooperation with our suppliers. The development of a “Responsible Supply Chain” is an ongoing task for us which is of relevance throughout the CWS-boco Group.

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#11

Safety standards instead of risks

Alexander Schiendorfer is National Safety Officer at CWS-boco Suisse. For him, a safe workplace is a basic prerequisite for good work.

"In order to offer our employees a safe workplace, we involve them in our safety management system, ensuring they attend regular training sessions. Appreciation and proper communications at all levels are crucial. We show our employees that their health is a top priority for us."

Alexander Schiendorfer

CWS-boco SUISSE -- NATIONAL SAFETY OFFICER

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#12

Continuity instead of chaos

Ingeborg Mell, Marketing Manager Crafts and Industries in Dreieich, has been with the company since 1988.

"As Marketing Manager Crafts and Industries, I have been looking after boco's target groups in trade and supporting the promotion of young talent for more than 13 years. I am delighted to be able to pass on my knowledge and experience to young colleagues in my own company as well. I am proud of the fact that I have been working for CWS-boco for a total of 25 years."

Ingeborg Mell

CWS-boco -- MARKETING MANAGER CRAFTS AND INDUSTRIES

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#13

Hygiene for all instead of infections for many

Most of us take sanitary fittings for granted. But what is the correct way to maintain hygiene standards? CWS-boco has been committed to educating society about hygiene, together with the German Toilet Organization, for years. To mark World Toilet Day on 19 November 2012, we supported the competition "Toiletten machen Schule" ("School toilets set an example"), which encouraged schools to develop sustainable washroom concepts to solve individual sanitation and hygiene problems. The prize for the winners was having their toilets and washrooms for both boys and girls renovated or newly fitted out. www.germantoilet.org

See --- p.74

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#14

Holistic design instead of short-term action

On site at the Van Gogh Museum,
a CWS customer

"Sustainability has high priority at the Van Gogh Museum, including the choice of our suppliers. We actively exercise our ecological responsibility by using sustainable materials. This applies to all areas of our building and therefore also to our washrooms. With 1.5 million visitors each year, the sanitary facilities are intensively used. We chose towel dispensers for reasons of sustainability and to reduce waste."

Daniëlle Versluis
VAN GOGH MUSEUM

VISITORS PER YEAR

1.5 MIO.

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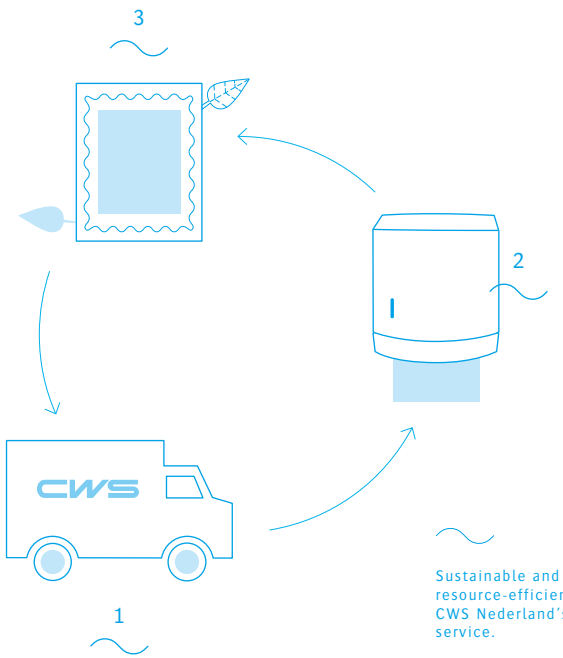


Sustainable and resource-efficient: CWS Nederland's service.

Daniëlle Versluis and Marten Knevel, Account Manager for Major Field Sales, CWS Nederland B.V.

Background: "Mrs. Roulin" and "Sunflowers" by Vincent van Gogh

About the Van Gogh Museum in Amsterdam

The Van Gogh Museum is an international exhibition building visited by around 1.5 million guests per year. The museum's mission, vision and strategy are to make the life and works of Vincent van Gogh and the art of his time accessible to the public. The building houses over 200 paintings and drawings, the largest collection of van Gogh's works in the world. Visitors have the opportunity to acquaint themselves with the development in the artist's work. They can compare his works with those of his contemporaries and find out about themes in the history of 19th century art in various exhibitions. The museum wants to make the works of van Gogh accessible in a sustainable environment. The 300 employees of the Van Gogh Museum contribute to this goal every day, each in his or her own special field.

Sustainability in the Van Gogh Museum

One of the fundamental focuses of the museum is sustainability. Therefore, work in all areas of the building is carried out with sustainable materials and resources. In recent years the museum has invested in extensive energy-efficiency remedial measures. Therefore, the building now has a modern and sustainable air-conditioning system which is used to regulate the desired temperature settings for each room. A heat exchanger is installed in a 160-meter shaft. In summer, it stores heat in order to heat the building in the winter, whereas the system is used to cool the building in summer. The entire 1,500 square-meter roof was renovated and additionally insulated, and 199 daylight domes have been installed in it.

In addition to this, the museum is working towards the development of a sustainability certificate for museums under the BREEAM label. BREEAM is a certified method for determining the sustainability of buildings. Along with a range of other technical changes, the building is now so sustainable that the museum is hoping to achieve the BREEAM certification for museums in 2013.

CHAPTER

1

CWS — bocco

CWS — bocco

"Sustainability at CWS-boco is also reflected in the relationships with our customers. Day in, day out, our customers can rely on our services and our assistance with finding the best and, at the same time, most sustainable solutions to their particular needs and requirements. That is the secret behind our success: we listen to our customers, assist them with our expertise and work with them in close cooperation."

Edgardo Montelli
SALES MANAGER CWS-boco ITALIA S.P.A.
HAS BEEN WITH THE COMPANY SINCE 1993

CHAPTER

Our company

25 ---------- Company profile
26 ---------- Corporate governance

CWS–boco

CWS-boco is a medium-sized company combining tradition and innovation. boco has been active on the market since 1899, and CWS since 1954. --- p. 24

Innovations in the spheres of workwear, washroom equipment and mats have helped establish us among the leading enterprises in the textile services sector.

We are an internationally positioned company represented in 18 countries in Europe and in China. We attach particular priority to sound management in the Group and this forms the basis for the success of our business activities. --- p. 26

Company profile

The CWS-boco Group is an international leader in the supply of washroom hygiene products, workwear and textile services. Headquartered in Duisburg, Germany, the company has subsidiary companies in 18 European companies and in China. Around 7,600 employees in the local service centres and a professional logistics concept ensure that each and every service provided by CWS-boco is of the same high standard wherever it is provided.

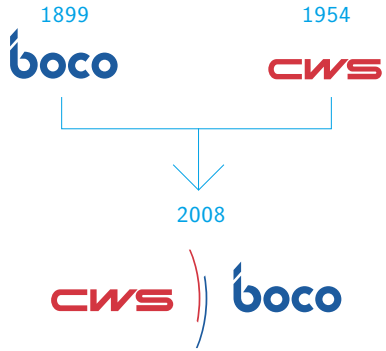
CWS-boco has its roots back in 1899 (boco) and 1954 (CWS). The two divisions have been part of Franz Haniel & Cie. GmbH, which is headquartered in Duisburg, Germany, for several decades. In 2001, they were brought together under the umbrella of HTS GmbH (Haniel Textile Service) and, in 2008, renamed CWS-boco International GmbH. The company today has 55 heavy-duty laundries of its own and a fleet of approx. 1,600 service vehicles. — Fig.1.1

The range of products offered by CWS embraces hygiene-related products such as the widely known and used towel, soap and fragrance dispensers, as well as versatile dirt trapping mats which make for added cleanliness and safety in entrance areas and at workplaces. Around 30 million textile towel rolls and 7.5 million dirt trapping mats are laundered every year worldwide. All CWS-boco dispenser systems are available on rental basis, including installation, maintenance and repairs as well as the replacement and professional laundering of the towel rolls in the company's own laundries. Overall, our washroom range is comprised of some 110 individual products, while over 30 different articles make up our range of mats. Our Paradise Line range of dispensers has already won us various prizes such as, for example, the Red Dot Award and the Purus Award. In 2013, the new Stainless Steel line won the "Design Plus powered by ISH" award.

boco's range of products includes workwear and highly functional protective and safety clothing tailored to the specific needs of each respective sector, as well as a corporate image-enhancing range of business fashion. CWS-boco holds a certificate issued by DQS (German society for the certification of quality assurance systems) attesting to the professional cleaning and conditioning of PPE (personal protective equipment). boco also provides supplementary articles such as occupational safety accessories, shirts and clothing accessories like scarves and ties, as well as special cleaning rags for industrial applications. Since 2003, the boco range has also included not only workwear but also table and bed linen for healthcare, rehab, senior citizen and care facilities. boco also launders private clothing for their residents. Our German operation alone offers a range of over 1,200 standard boco articles.

CWS-boco provides its services and products to large corporations, mid-size businesses and businesses in the craft trade sectors and small companies. As a competent service partner, the company enables all its customers to concentrate on their core business activities. Long-term rental service contracts make for a permanent easing of the customers' workload and minimize their investment needs. The large portfolio of solutions and services guarantees functional and reliable outsourcing tailored to specific requirements. CWS-boco's rental service covers the needs of companies of all sizes, from standardized processes right through to customized solutions, resource-saving handling and laundering of textiles as well as sector- and customer-specific advisory services and requirement analyses. CWS-boco likewise offers modern logistics systems and transparent cost controlling.

1.1
THE MERGER



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Corporate governance

Sound company management is a key contributory factor towards the success of CWS-boco's business activities. We ensure clear and unambiguous communication, both internally as well as externally, and attach particular importance to the topic of compliance in all our entrepreneurial undertakings.

Company management at the national and international levels

CWS-boco International operates in the legal form of a limited liability company (GmbH). A supervisory board does not exist at CWS-boco International itself, but at the level of the Haniel holding company. CWS-boco Germany is represented on the supervisory board by two employees and the relevant trade union representative. Managing directors of CWS-boco International or its subsidiaries do not sit on the supervisory board.

CWS-boco believes in flat, clearly defined hierarchical structures in the interests of efficient decision-making. Two new management structures were created within the framework of the "Focus Future" reorientation programme initiated in 2010.

Management activities at the national level are handled by one managing director at each of the subsidiaries in the respective countries. The only exception in this respect is the biggest of the subsidiaries, namely CWS-boco Germany which is headed by a management board comprised of four members. Decisions at the national level are taken within the National Executive Committee consisting of the managing director and the heads of the national core functions. The decision-making body meets regularly in all countries for the purposes of discussing and coordinating key topics within the respective national subsidiary. The decisions taken are communicated within the national subsidiaries quickly and effectively since all spheres of activity are represented on the Country Executive Committee.

CWS-boco's international holding is headed by a management board comprised of three members who determine the Group's objectives and strategic orientation. At the international group level there is a Group Executive Committee along the same lines as at the national level. This body is made up of the international management, the heads of all of the international holding's central departments and the managing directors of each of the national subsidiaries. The decision-makers meet several times per year to discuss topics affecting the Group as a whole, such as innovation or corporate culture, for example.

This structure enables the communication by the international management of decisions and information to each and every employee in the national subsidiaries in just a few short steps.

Culture of shared decision making

The regular Group and Country Executive Committee meetings are complemented by further meetings at national and international level aimed at fostering the culture of shared decision making in the CWS-boco Group. The management board of CWS-boco International meets on a quarterly basis with the Country Executive Committee to discuss market- and country-specific topics. Once yearly around one hundred managers from all national subsidiaries meet at the Management Conference, at which the items on the agenda include the company's development and workshops are held to deal with topics of relevance for the CWS-boco Group. The conference content is prepared at meetings of the Executive Committees.

An intensive international exchange of experiences and ideas also takes place at the departmental level, for example between Sales and Marketing. Joint sales and marketing planning is drawn up annually for

CWS – boco

the systematic monitoring of market opportunities and challenges. The heads of Sales, Marketing and Communication meet half-yearly for an exchange on best practices in their respective spheres of activity.

Compliance

Compliance with statutory and internal regulations and requirements forms the basis for all entrepreneurial activities at CWS-boco, and everything we do is performed in line with a Code of Conduct with validity throughout the Group. This Code of Conduct is based on a fundamental understanding of values in terms of openness and integrity and provides the framework for the way in which CWS-boco and its personnel conduct their business activities. It sets out the rules on cooperation with internal and external partners and is the first of three key elements of the company's compliance programme. Responsibility for the Code's dissemination at the national level lies with the managing directors of the respective subsidiaries. Fig. 1.2

The Code of Conduct is supplemented by the second key element of the aforementioned compliance programme in the form of an international training concept. This is made up of training courses for new as well as existing employees having contact with customers and suppliers. This means the content of the Code is therefore also an integral part of the initial training and job familiarization process for new colleagues. The training courses take place internationally in the respective CWS-boco countries. The third key element of the compliance programme at CWS-boco is the "Compliance HelpLine". This is initially available to the German subsidiaries, including CWS-boco Supply Chain Management GmbH, and provides employees with a means of reporting behavior on the part of the company itself, its executive bodies or superiors or colleagues which is not in line with statutory requirements or company-internal guidelines. The reports are received by an external law firm. The Compliance HelpLine also provides advice and support in issues relating to correct and compliant behavior, as well as giving all employees the opportunity to contact CWS-boco's Compliance Officer for advice on correct conduct, the reporting of infringements or if they should have any doubts or concerns.

1.2
EXTRACT FROM OUR CODE OF CONDUCT (COC)

I.

We respect law and order in all our activities and comply with all internal guidelines and rules.

II.

Business decisions must be taken exclusively in the interest of CWS-boco, the Haniel Group or the respective national company. Personal, family, or non professional, job or task related financial interests or own non-material or pecuniary considerations must not – irrespective of the level of decision – have any influence on the decision making.

In the event of an actual or merely potential conflict between business interests and private interests, any individual concerned must inform his or her superior and seek to find a solution for the issue at hand together with the respective superior, involving the next management level where necessary.

III.

Business decisions of CWS-boco are based on objective criteria such as reliability and integrity of a business partner, his services, achieving market-adequate prices, and adequate quality of products and services. Under no circumstances must a decision be influenced by the prospect of receiving or by granting any personal or pecuniary benefit.

IV.

Incorruptibility is the highest priority in all our business activities. Thus all CWS-boco staff must never demand or accept any pecuniary gifts or other benefits from business partners or third parties in the context of a business contact.

This does not mean that business meals, invitations from business partners, or non-pecuniary gifts of minor value may not be offered or accepted. Such benefits must, however, be within customary boundaries and normal scope. They must not produce expenses which are disproportioned to the circumstances or imply, in the social context, that certain concessions are expected from the recipient.

In case of doubt, the individual concerned must disclose the granting or acceptance of pecuniary gifts or any other benefits to his or her respective superior. Transparency is the best defence against corruption and corruptibility or even the appearance thereof.

V.

Mutual respect and a corresponding conduct towards staff and business partners are key elements of CWS-boco's corporate culture. Any form of discrimination on the grounds of personal characteristics such as sex, age, extraction or nationality, social origin, political opinion, religion, or sexual orientation will not be tolerated.

VI.

CWS-boco strongly believes that free and fair competition within our organisation as on the markets where CWS-boco is doing business leads to the best possible allocation of human, financial, and economic resources. Thus we expressly commit to the principle of fair trade.

CHAPTER

2

CWS — bocco

CWS — bocco

"Sustainability goes hand in hand with quality at CWS-boco. It is only when our textiles meet the very highest standards and requirements that we can launder them many times over and thus save natural resources. Our customers likewise benefit: they can rely on the consistently high standard of our products over a long period of time."

Katrin Bornemann-Gienapp
TEXTILE QUALITY MANAGER
HAS BEEN WITH THE COMPANY SINCE 1997

CHAPTER

Strategy and management

30 ---------- The management's views on sustainability at CWS-boco
34 ---------- Vision, mission and values
36 ---------- CR guidelines
37 ---------- Stakeholder dialogue and materiality matrix

CWS–boco

The management's views on sustainability at CWS-boco

Questions put to Max Teichner, Chairman of the Management Board of the CWS-boco Group, Peter Taylor, responsible for Corporate Operations, Logistics and Supply, and Philipp Neuhaus, responsible for Corporate Finance, Treasury, Corporate IT and Corporate Legal.

MAX TEICHNER
--
CEO

PETER TAYLOR
--
COO

PHILIPP NEUHAUS
--
CFO

CWS – boco

For me, the term sustainability means…

MAX TEICHNER -- …a strategic direction which is adopted by everyone in the company, and which is based on conviction. When we talk about sustainability, we are not only referring to environmental aspects, but also our commitment to our employees and society. It is a question of acting responsibly, in order to become an even better company.

PETER TAYLOR -- …continuously improving and further developing our overall processes, in order to reduce our ecological footprint. Sustainability is a basic attitude which not only refers to a single project, but which shapes our entire business activities. We are keen to lead by example and break new ground.

PHILIPP NEUHAUS -- …more than simply our actions. Reliable and transparent reporting on our performance in this area is just as essential. We must document and communicate what we do, openly and honestly. Only then will we have a truly sustainable company.

"Resource conservation and social responsibility are directly linked with our business success."

MAX TEICHNER
--

Max Teichner
CHAIRMAN OF THE MANAGEMENT BOARD

Max Teichner has been Chairman of the Management Board of the CWS-boco Group since 2010. Previously, the Master of Business and Engineering was employed in various management positions at Haniel, the building materials company Xella and at Deutsche Bank, both in Germany and abroad.

Sustainability is important to CWS-boco because…

MAX TEICHNER -- …by committing ourselves to it we can position ourselves in an optimal way for the future and success in the long term. In order to achieve precisely that, we use our key performance indicators as the decisive benchmarks by which we can measure and optimize the CWS-boco Group's performance in the sphere of sustainability. To this end, we aim to further expand our monitoring and do it even more actively.

The focus on the renting out of textile services means that sustainability is already an integral part of our business model: we wash and treat our textiles in our laundries so they can be reused time and time again. Resource conservation and social responsibility are therefore directly linked with our business success. Our work along the entire

service chain is as resource-saving as possible in the interests of the company and of the environment. That said, our aim is to be more than just a "green textile provider". We see social responsibility as an equally focal element of our commitment. Our employees play a key role in our company's success, for which reason we invest in, among other things, targeted training and further education for our personnel in order to ensure a stable workforce of motivated and satisfied employees for CWS-boco. In 2012, we conducted an international survey throughout the CWS-boco Group in order to gain feedback from our staff on topics such as managerial quality, employee commitment and corporate values. We attach a great deal of importance to addressing the needs of our employees, and seek to give everyone who works for us a good, safe and motivating workplace. After all, it is these employees who give CWS-boco a leading edge in service and consulting business.

Besides all this, we are committed to playing an exemplary role for the society in which we are active. We lend particular support in topics and projects which are very close to our core business; this includes, for example, fostering general hygiene awareness which we do in collaboration with the German Toilet Organization.

Permanently anchoring awareness for sustainability in the company calls for us to…

PHILIPP NEUHAUS -- …actively live out – and, of course, report on – sustainability in all its facets. Doing what is right is one thing: to say what we are doing and why is the second key component. The keywords here are reporting and communication. It is of absolute core importance that we substantiate our commitment by way of transparent and honest reporting. This means we have to deliver reliable data confirming our success up to now but which also reveal where there is potential for improvement.

We aim to gear CWS-boco to long-term sustainability. By means of diverse specialized sub-projects within the framework of the "Focus Future" project, we have achieved a successful reorientation for our company, and this must be our overarching aim in terms of sustainability as well. Supporting factors behind this orientation are the results of our corporate culture process: sustainability is one of the six identity-creating general corporate values.

Creating a consistent awareness for sustainability at CWS-boco and credibly communicating the topic requires us to have ourselves benchmarked against predefined indicators. Our commitment should and must be comprehensible and verifiable for all concerned on the basis of concrete figures and data. This will make us an even better partner for our customers as well. After all, they can rely on the fact that CWS-boco actively fosters and advances sustainability throughout the entire service process and along the entire supply chain.

Philipp Neuhaus

Philipp Neuhaus has been responsible for Corporate Finance, Treasury, Corporate IT and Corporate Legal since July 2010. After working at companies such as Brenntag, Booz & Company and YTONG, Neuhaus joined the Haniel Group in 2002 and held various management positions at the Haniel Group company, Xella.

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In the future we intend to provide even more detailed reporting on our commitment as a responsibility-conscious company and establish a Group-wide reporting standard. Gathering data at the international level in line with GRI guidelines gives us a precise overview of the activities in the individual national subsidiaries, besides which we are continually working in the interests of greater transparency towards society. Our aim is to set standards in the textile services sector – both in terms of responsible entrepreneurial activity as well as the quality of reporting.

Peter Taylor

Peter Taylor manages Corporate Operations, Logistics and Supply at the CWS-boco Group. Peter Taylor has been with the company since 2004 and has been responsible, among other things, for CWS-boco's business in China. Prior to joining CWS-boco, the native New Zealander worked for several companies including the Unilever Group for several years.

Where sustainability is concerned, the future will see CWS-boco…

PETER TAYLOR -- …at the very forefront among the textile service providers. We can become even more efficient and sustainable than we already are today. We are operating in a resource-intensive sector of industry, many aspects of which we can help optimize. We use water, energy and detergents in our laundries, and our fleet of service vehicles consumes fuel. It is precisely this state of affairs that makes it so important for us to actively live the philosophy of ecological sustainability. Our aim is to help protect and save our planet's resources and leave behind us a footprint that is as small as possible. We aim to become better and prove that there are still more possibilities for textile service providers to take action with regard to sustainability. As we see it, this means doing even more than we already are where saving and reusing water is concerned. We likewise aim to optimize our recycling even further in line with an international standard throughout the CWS-boco Group. We want to show how closely intermeshed environmentally conscious activity and economic success can become – and to be a role model for others in and beyond our sector.

We have initiated concrete measures towards actually achieving this leading position. On the one hand, we must develop and expand our recycling activities in such a way as to ensure that each and every one of our products finds itself in a closed cycle in which it can be reused time and time again. We intend on establishing and maintaining a zero waste policy towards ensuring that no residual waste accumulates at our operations anymore. We are likewise continuing our endeavors to keep our products in a continuous process of further development and optimization. With regard to our supply chain, we intend to expand our participation in the Business Social Compliance Initiative and membership of the Sustainable Apparel Coalition to cover the CWS-boco Group as a whole.

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Vision, mission and values

Our vision

We intend to become the leading and, at the same time, most sustainable provider of textile services – in Europe and beyond.

Our mission

As the leading provider of textiles services we stand for hygiene and safety in the workplace and in the public sphere. In doing so, we seek to contribute towards improving the health and well-being of employees and society. We have a vested interest in the efficient utilization of natural resources in our service cycles. We care – about people and the environment, and securing a sustainable future for our business.

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Our values

Sustainability

We recognize the value of minimizing our environmental footprint. It's not only good for the world in which we operate – it's a strong contributor to our long-term financial success as well as social engagement. We promote sustainable services. We continuously increase energy efficiencies in our laundries and logistics operations.

People

We provide a workplace that motivates people to be passionate about delivering an excellent service to our customers. We trust our employees by delegating responsibility and support them with appropriate training. We strive to engage people to earn their loyalty and trust. We want to be the company of choice and provide a cooperative, open, motivating, and sustainable management style.

Quality

Everything we make, and everything we do, must be as good as it can be. Driven by a culture of discipline and attention to detail, we provide consistent high-quality services. Superior quality and customer satisfaction are our ultimate objectives.

Service spirit

We have a commitment to our customers. We care about them, listen to them and work to anticipate their needs and solve their problems. Customer satisfaction is a priority for everyone in our company.

Integrity

We believe it is vital that people who deal with us trust us and can count on our allegiance and dependability, whether they are colleagues, customers, suppliers, shareholders, or our neighbors in the communities in which we operate. We say what we mean and do what we say – we keep our promises and take responsibility for our actions.

Drive for results

Dedicated customer focus combined with efficient production and distribution ensures a viable and profitable company. We have the most modern and most effective service infrastructure in our industry. We remain competitive regardless of economic conditions enabling long-term customer relationships.

CWS – boco
CWS – boco

CR guidelines

CWS-boco is aware of and acknowledges its responsibility in terms of social and ecological considerations. The result is an entrepreneurial understanding of values that shape both the sustainable as well as responsible approach to the environment and society. This is reflected in our permanent endeavors as quality and innovation leader to implement a long-term sustainability concept.

1

CR IS AN INTEGRAL PART OF OUR BUSINESS MODEL

The concept of reusability is a core component of our business model as a provider of textile services. We rent out our textiles and process them time and time again so they can be used anew, against which background we regard the careful handling and use of resources and raw materials as a matter of course. It goes without saying that we are constantly expanding and advancing our commitment to sustainability. We aim to minimize our ecological footprint – to the benefit of the world we live in but also of our own business as well.

2

CR CONCERNS EVERYONE

Achieving something together requires the active participation and commitment of all concerned. At CWS-boco the management's support goes hand in hand with the commitment of all spheres of activity and their personnel in the interests of successfully living by the principle of sustainability. Each and every individual can contribute towards making his or her working environment more sustainable. Together we can make sustainability a success at CWS-boco.

3

CR MEANS A SECURE FUTURE

Foundations are good if laid correctly. This applies where both the company's success as well as our environment are concerned. CWS-boco takes on this responsibility both internally as well as externally and invests in its employees. In doing so, we strengthen the company and secure its long-term competitiveness. Commitment today to and for the company and environment benefits future generations.

4

CR IS A PERMANENT PROCESS

Sustainable commitment must also be flexible in the same way as underlying conditions can change. With this in mind, we see it as a matter of course to continuously check and optimize our activities for the good of people and the environment. Any and all adjustments arising from ecological, social and market developments are actively integrated into the company's CR orientation. We regard CR as an entrepreneurial task which is never completed but remains a permanent process.

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Stakeholder dialogue and materiality matrix

Stakeholder dialogue

As a commercial enterprise, we operate in a broad sphere of internal as well as external stakeholders. The external stakeholders are customers, suppliers, organizations, media and further business partners. From the internal standpoint our stakeholders are the employees in the various areas of company activity – management, sales, service, operations – as well as the Works Council and our parent company Haniel. We maintain a continuous, open and respectful dialogue with all of our stakeholders.

The dialogue with our customers primarily takes place on a personal basis through our sales and customer service staff on the spot at the customers' premises and, additionally, through our office personnel. In 2012, we conducted a survey among our employees on topics such as employee commitment, corporate values, managerial quality and cooperation. --- p. 64 – 65

Besides this, the Group-wide "Erlebe den Wert"/ "Experience the value" project included meetings with colleagues from various departments to determine the extent to which the company's values and culture are anchored in the employees' everyday working practices; this took place in the interests of identifying further potential for improving the communication of values. We regularly invite suppliers and banks with whom we work for a dialogue at specially organized Suppliers' or Bankers' Days. --- p. 44

We conduct a regular dialogue with the Haniel holding company at various levels. Meetings take place at quarter-yearly intervals between the CWS-boco International management and Haniel, besides which dialogue is conducted at the specialist level, for example in the areas of communication, corporate responsibility, IT or Human Resources.

Development of the materiality matrix

Our gathering of data commenced with an in-depth and systematic analysis of our stakeholders with respect to sustainability. Supported by KPMG Sustainability, our objective was to systematically determine what our stakeholders expect of us in terms of sustainability, to use this information to establish what CWS-boco's central areas of action should be, and to record these in a transparent manner.

The first pillar comprised a detailed analysis of the commitment and expectations among strategic customer groups. Within the framework of a desk research project, we evaluated the sustainability strategies and activities of five of our biggest customers, from the results of which we derived their core sustainability-related requirements on CWS-boco as their business partner. We found that our customers attach particular priority to us acting responsibly throughout the supply chain and our unambiguous commitment to social and ecological responsibility. Of their textile service provider they also expect compliance with the principles of the UN Global Compact and committed action against bribery and corruption, including in the supply chain.

In addition, personal meetings were held between those responsible for sustainability issues at some of our customers and at CWS-boco. Those dialogues on the expectations of us as service provider served to confirm the results of the desk research analysis.

We use regular talks and surveys with our suppliers to determine their expectations of CWS-boco as a sustainability-committed company. In this dialogue we listened to our biggest supplier for the boco sphere, namely CWS-boco Supply Chain Management GmbH headquartered in Germany, on whose part the most important sustainability-related topics were named as resource conservation and responsible corporate practice towards employees and the environment.

We have performed a benchmark analysis within the textile (service) providers sector, doing so on the basis of desk research on six further market participants. The objective was to determine the situation as to CR reporting in the sector. This proved broadly varied and not yet undertaken on a uniform basis.

We used a comprehensive written questionnaire to determine the expectations placed on us by our shareholder, the Haniel Group. The results show that the Haniel holding company regards saving resources, responsible selection of our suppliers, commitment for and on behalf of our employees as well as providing innovative products and services in response to global challenges, amongst others, as particularly important topics for CWS-boco in connection with sustainability. In addition, the Haniel holding company attaches importance to social commitment in connection with our core competences in the textile and hygiene spheres.

We rounded off our stakeholder analysis with a study of non-governmental organizations (NGOs) and a media analysis. By means of a desk research project we determined the expectations on the part of non-governmental and non-profit organizations predominantly active in the textiles sector. They call on textile companies to work together with their suppliers towards reducing water pollution caused by chemicals. Besides this they also expect careful handling of natural resources, the observation of human rights and the creation of fair labour conditions. As part of the media and NGO analysis we researched sustainability trends and focal topics of current and future relevance in the sphere of corporate responsibility, and fields of action thus identified were integrated into our strategic framework and incorporated into our set of KPIs. The expectations placed on CWS-boco as derived from the overall analysis were summarized into key topics according to content and classified into four fields of sustainable commitment: company, ecology, employees and society. Parallel to this, the key topics were evaluated on a scale of 1 to 4 in the two dimensions “Importance to stakeholders” and “Importance to business”. On the basis of the weighting of all topics we then drew up a materiality matrix, on which this report is based. —— Fig. 2.1

The positioning of the individual topics within the matrix results from their relevance for the stakeholders (vertical axis) and for CWS-boco (horizontal axis). The size of the groupings for each key topic indicates the importance of that topic for the other market participants in our sector as determined in our desk research work.

The materiality matrix was taken as basis for deriving the strategic areas of action for CWS-boco within the four sustainability fields. - - - S. 42

With the aid of the CR guidelines set out in the Global Reporting Initiative, key performance indicators/KPIs were defined for each area of action for the purposes of measuring our sustainability-related performance in that field of action. The comprehensive overview of the measured key performance indicators can be found at the end of this report.

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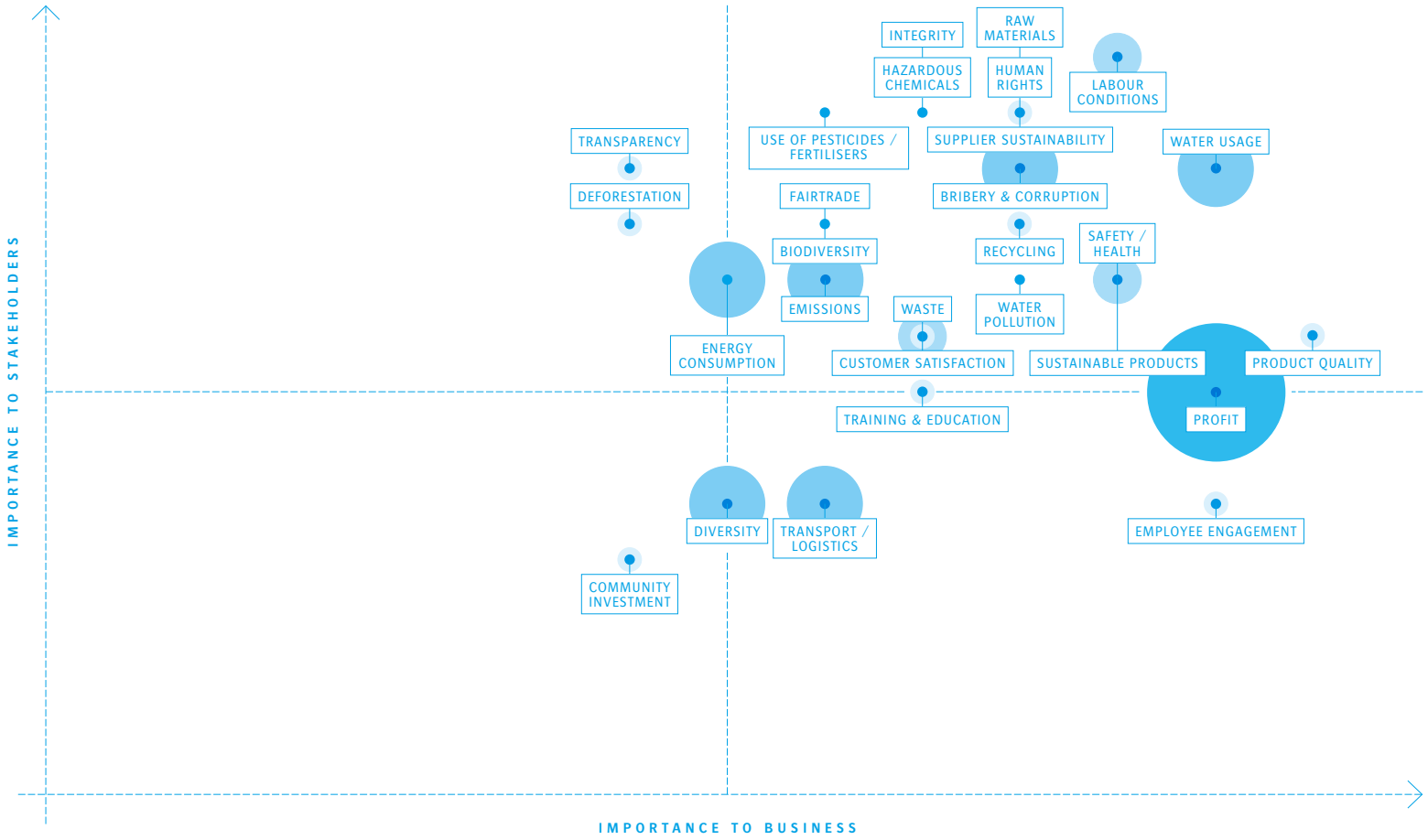
2.1
MATERIALITY MATRIX



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CHAPTER

3

CWS — bocco

"I deliver fresh towel rolls and dust control mats to our customers every day. I get to talk to an extremely wide range of people on my service trips. Recently, the subjects of discussion have increasingly been sustainability and our reusable products, or the environmentally friendly, natural gas powered vehicles we use to deliver our products to them."

Markus Pusch

SERVICE DRIVER AT THE DREIEICH LOCATION
HAS BEEN WITH THE COMPANY SINCE 2008

CHAPTER

Our areas of action

Corporate commitment

43 ---------- Risks and opportunities
44 ---------- Corporate transparency
44 ---------- Sustainable innovations
45 ---------- Long-term customer loyalty
47 --- Sustainability in the supply chain

Ecological commitment

49 ---------- Water
54 ---------- Chemicals
55 --------- Raw materials and recycling
59 ---------- Energy and CO_2 emissions
63 ---------- Certifications
63 ---------- Biodiversity

Commitment to our employees

64 ---------- Employee survey
65 ---------- Further training
66 ---------- Employee loyalty and promotion of junior staff
67 ---------- Events and incentives
67 ---------- Employee communications
68 ---------- Health and hygiene
69 ---------- Employee safety

Social commitment

70 ---------- Hygiene and health
71 ---------- Information and knowledge
71 ---------- Education and charities

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We are reporting on our commitment to greater sustainability on the basis of both facts and figures, and numerous initiatives from the CWS-boco Group. Derived from the materiality matrix, we are focusing on the areas of business --- p.43, ecology --- p.49, employees --- p.64 and society --- p.70.

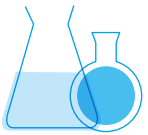
Our activities range from particularly resource-efficient laundry facilities to hygiene projects in developing countries.

1,302,087m³

TOTAL WATER CONSUMPTION

902,852 GJ

TOTAL ENERGY USED



2,863t

TOTAL CHEMICALS USED

CWS–boco

Corporate commitment

The starting points for sustainability are our company's day-to-day operations and our customers. That means we operate in accordance with long-term principles and with foresight whilst learning from hindsight. This includes assessing risks and opportunities at an early stage and carefully selecting our suppliers and raw materials. We build lasting customer relationships (more than 12 years on average) and deal with all of our business partners in as transparent manner as possible. Our innovative products and/or processes are intended to make our range of products and business model even more sustainable and thus help us and our customers to conserve resources.

Risks and opportunities

As a sound commercial company, we operate with foresight in our market environment. This means detecting and evaluating developments and trends at an early stage, in order to identify and manage risks and opportunities for CWS-boco. Our areas of action are the consequence of both overall economic developments and our industry environment.

Economic developments

CWS-boco operates as a commercial enterprise in an international environment. Therefore, changes in the overall economy are also of course important to us. However, the effects of these only become apparent at a later stage in the rental business, which is based on lasting customer relationships. We maintain strong customer relationships currently averaging 12.5 years, which represent a solid foundation for our business.

Raw materials and supply chain

CWS-boco's core products are cotton towel rolls and workwear which are available on a rental basis. Textiles – especially cotton – are the foundation of our business. Since we rent out our products on long-term service agreements, we rely on high-quality raw materials. As a supplier of textile services, we are also dependent on the international commodity markets.

A reliable supply chain is crucial for us. With our subsidiary, CWS-boco Supply Chain Management GmbH, we are the only supplier on the market to have an internal service provider responsible for procurement, product development and supply chain management, which coordinates the supply chain for us in an integrated fashion.

Sustainability

CWS-boco rents out, launders and delivers textiles to customers in Europe and China. With an extensive service fleet of around 1,600 vehicles and 55 laundries, national and international environmental and hygiene requirements are important standards for our company.

Our business model is based on sustainable rental solutions. CWS-boco rents out washroom solutions, dust control mats and textile items which are treated using resource-saving processes. Our laundries are equipped with water- and energy-saving systems and certified to international quality, environmental and hygiene management standards. In our service logistics CWS-boco aims to minimize the emissions of our fleet vehicles. We use alternative fuel systems such as

natural gas and electric power and teach our drivers environmentally friendly ways of driving. We are continuously optimizing the way we plan our service trips. CWS-boco has therefore assured itself of a good future in sustainability matters.

In addition to our own business activities, we are also involved in the risk management system of the Haniel holding company.

Corporate transparency

As an open and transparent company, we regularly invite representatives of our banks and suppliers to Bankers' and Suppliers' Days, during which we provide them with information about both the accounting period which we have completed, and current and projected business developments. During the CWS-boco Group's second Bankers' Day which took place in Neuss on 6 September 2012, the management presented the then current business developments to approximately a dozen representatives of financial institutions. Using the progress of the "Focus Future" repositioning project, we illustrated how the Group was to be restructured in a forward-looking way in the coming years. We have achieved significant improvements in the areas of customer satisfaction, reversal of terminations, service network and supply chain since 2010. In addition, we have significantly reduced both complexity and response times to customer needs as a result of restructuring our supply chain.

Similarly to the annual dialogues with financial institutions, exchanges with suppliers are a firm part of CWS-boco's strategic communications. For us, it is very important that our suppliers are consistently focused on sustainability, especially when it comes to the crucial task of combating child labour or establishing production which is as environmentally friendly as possible. This was also one of the subjects of the 2012 Supplier's Day which was held in Ratingen on 18 June 2012 and attended by over 100 representatives of strategic suppliers for the CWS and boco branded products and the indirect spend field. We used this event to inform all of our key suppliers about projects such as "Focus Future" and our company's activities in terms of sustainability. During this event, we also provided a tour of our newest, state-of-the-art laundry in Neuss.

We also make our business achievements transparent to our employees. For example, CWS Netherlands and CWS-boco BeLux use the Balanced Score Card system at national level. The performance measurement system, which is managed by the Controlling and Quality Management departments, records a total of 25 indicators from the areas of finance, internal processes, customers and markets, as well as further training and development. The main objective is to illustrate current corporate developments in a clear and concise manner for all employees. The performance measurement system is updated every month in all areas and is displayed to all employees on their PC start screens the following month. The results are also displayed on information screens in the 's-Hertogenbosch facility in the Netherlands.

Sustainable innovations

Quality and innovation are part of our identity at CWS-boco and are enshrined in our corporate values. As our business model is focused on longevity and sustainability, we only purchase high-quality materials for our products. We monitor the market and evaluate customer feedback continuously. We have our own development departments which design products, coordinate production, carry out certification and perform product testing in close cooperation with product management and our supply organization, for both the washroom and textile sectors. Existing products are regularly checked – including in terms of their safety and impact on health – and optimized, if necessary, by means of systematic processes. As part of our rental model, storage, marketing, distribution and recycling are coordinated in an integrated manner. A further illustration of the lifecycle can be found on: --- p.6–7

Innovative products and technologies are helping us to continuously improve our sustainability performance and business model. We created an in-house platform with our innovation platform which was launched in 2013, which executives can use to share development ideas for the company. The web-based tool makes it possible to discuss general topics or market developments and trends across the various departments. We are therefore encouraging dialogue between the various areas of the company and increasing the transparency of our work.

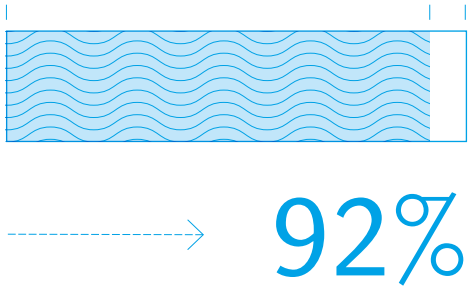
CWS – boco

We are reducing energy and water consumption with our laundry in Międzyrzecz in Poland, which opened in 2011. Thanks to innovative technologies, we will in future be using 17.4 litres less water and 0.7 kWh less electricity per kilogram of laundered textiles, compared to the previous technology which was used, for example, in the laundry in Dąbrowa Górnicza in Poland. All in all, the laundry's energy consumption has been reduced by about 43 percent. At the same time, the construction of the 3,300 square meter laundry as well as the warehouse has created 170 jobs, making CWS-boco one of the largest employers in the region now.

Launched in 2013, our Washroom Information Service (WIS) is a real product innovation. The heart of CWS WIS is a radar module integrated into towel dispensers which sends information about the dispenser's filling level by text message or e-mail to the relevant people. In this way, CWS WIS makes it possible to both check the current filling level and carry out long-term evaluations of washroom usage. Our innovation therefore simplifies both the logistics and equiping of washrooms, and the procurement and stockpiling of consumables. Inventory levels can be reduced and unnecessary service trips avoided. At the same time, the automated recording of outgoing consumables also makes it possible to evaluate the level of washroom utilization and establish usage-based facilities management – all measures which pay off, both ecologically and economically.

The same applies to a new app which the Dutch CWS-boco subsidiary has been using since autumn 2012. The "Optimize my Day" app provides all the trip information required by our drivers and service engineers online, it can be easily installed on smartphones and significantly reduces our response times to customer enquiries. Any questions or complaints can be forwarded by the driver, using the memo function, directly to his supervisor or customer service. During 2013, all of the Dutch service drivers and engineers (more than 110) and the first German service drivers and engineers are to be provided with the app. Their Irish and Swedish colleagues from the boco division have already reported very good experiences with the app. As a result of optimizing our service trips, we managed to reduce the number of kilometres driven by more than 88,000 in the Netherlands in 2012.

3.1
CUSTOMER RETENTION RATE
Group-wide percentage customer retention rate



Long-term customer loyalty

As a rental service provider, we are dependent on our customers' satisfaction and loyalty. With an average customer retention period of more than 12 years, we are already achieving gratifyingly high figures but, at the same time, we are striving to continuously improve our products and services. Our customer retention rate across the Group is 92 percent. We want to maintain this level up to 2014, while the long-term goal is to increase this figure to 95 percent. — Fig. 3.1

Delivery reliability, an indicator which is calculated from the factors delivery punctuality and completeness of delivery, was 96.7 percent in Germany in 2012. In future, we want to record delivery reliability across the Group and integrate this figure into our reporting.

We look after our German customers in two ways: firstly, through CWS-boco Germany's Customer Service Center in Dreieich and, secondly, through local customer service representatives. On average, more than 1,200 telephone calls are made a day in the Customer Service Center; during the whole of 2012 more than 308,000 calls were received. We made more than 4.2 million customer visits (service stops) to our German customers in 2012. Group-wide, the number of customer visits was more than 7.3 million. This means that a service driver arrives at one of our customers every second of the working day. At the same time, we are continuing to develop our customer service tools. Current measures include the introduction of

EXAMPLE 01

Przedsiębiorstwo Robót Drogowych Sp. z o.o.

Please briefly describe your business

Our core business is the construction of roads and railroads, according to the Polish Classification of Business 4211 Z. Most of the projects that the company is implementing are done on a public auction basis. The company is conducting them on its own or as a subcontractor. Business of the company is combined with the public companies (General Directorate for National Roads and Highways) and local administration bodies (Voivodship Road Authority in Łódź, Local Road Authority, local governments and the city offices).

Are there any exemplary sustainability projects?

ISO 140001:2004 International Standard in the field of the construction and modernization of roads, squares and playgrounds. This standard specifies requirements for an environmental management system to enable an organization to develop and implement a policy and objectives which take into account legal requirements and other requirements to which the organization subscribes, and information about significant environmental aspects.

Why did you choose boco workwear?

We decided on boco workwear because we consider boco as an expert in its field who does an excellent job in advising my company and providing services. My employees wear the right clothing, meeting the technical, professional HACCP requirements and safety standards. Therefore, they are very well protected at work.

What role did arguments in favour of safety or hygiene play in your decision?

Safety plays very important role in my branch, because our employees are exposed to hazards that may exist in the workplace everyday. In this respect, boco garments meet all requirements.

an international CRM tool which records all customer queries centrally in a database, assigns them to the relevant customer manager and monitors their prompt settlement.

Our subsidiaries CWS-boco BeLux and CWS Netherlands play a leading role with a strategic customer satisfaction project, “Customer Delight”. The starting point was a survey which was conducted in June 2012 and which asked customers about their needs and level of satisfaction. The results of this survey then led to the launch of appropriate projects. In BeLux, for example, projects were launched to ensure more intensive and clearer customer communications. CWS-boco BeLux informs its customers of the progress made by these projects twice a year. A follow-up survey in the summer of 2013 will help us to systematically evaluate the success of the customer satisfaction project, and what still has to be done.

CWS Netherlands has, in turn, developed its own online information platform with the CWS MKB desk, which keeps customers informed of innovations and trends as well as the latest products and sustainability concepts. In order to raise awareness of sustainability and hygiene matters, CWS provides customers with discussion points, allowing customers to share their knowledge.

CWS – boco

Sustainability in the supply chain

Not only do we assume social responsibility indirectly through promoting initiatives which we feel are worthy of support, we also do so directly in the way we operate our business.

One of the main instruments we use is CWS-boco Supply Chain Management GmbH (Cb SCM). CWS-boco International's wholly-owned subsidiary combines all of our purchasing and product development capabilities, supply chain management and textile expertise in the workwear area, in-house. CWS-boco SCM focuses on customers and their needs: for example, product managers, designers and specialists in product development design specimen or model products for certain textile items or areas of application, tailoring these to the needs of the respective industry. In addition, the deployment of CWS-boco's experts at external production partners and testing by independent institutes ensure that our textile items are of consistently high quality, and guarantee that the relevant standards are complied with during the manufacture of protective clothing. Automated ordering, delivery, and payment processes accelerate processing in direct contact with the customer and, at the same time, minimize the risk of errors during the transmission of information.

Thanks to our central procurement organization, we have extensive control of our supply chain. We actively make the most of this fact to champion humane and environmentally friendly production conditions at our suppliers. For instance, CWS-boco Supply Chain Management GmbH joined the Sustainable Apparel Coalition (SAC) in June 2013. The SAC is an industry-wide group of more than 80 textile and footwear manufacturers, retailers, suppliers and non-governmental organizations working to reduce the environmental and social impacts of textile and footwear products around the world. In addition, Cb SCM is a participant of the Business Social Compliance Initiative (BSCI) which campaigns for better working conditions in the global supply chain. By joining the BSCI, CWS-boco SCM has undertaken to agree to use and implement the BSCI Code of Conduct, with legally binding effect, at its suppliers. The Code is based on the standards of the International Labour Organization (ILO) and stipulates various conditions including a prohibition of child labour and forced labour, regulated working hours and wages pursuant to national laws, health and safety at work as well as environmental aspects. Compliance with the Code by our suppliers is regularly inspected by means of internal and external, certified teams of auditors. The declared goal is to have audited 75 percent of producers, highlighted grievances, and introduced improvements within three years. Our objective is to develop solutions and set standards, in order to achieve improvements at our suppliers. Our national subsidiaries are also supplied by local partners in addition to the main supplier, Cb SCM. We aim to implement our standards at all of our suppliers, thus ensuring a secure international supply chain. Fig. 3.2

Within the framework of our Cb SCM operations, 63 percent of our products originate from outward processing, i.e. we work with producers (clothing manufacturers) who sew our clothing for us. We deliver materials to them such as cloth, buttons and yarns, as well as the cutting layouts for the clothing. The producer is only responsible for the needlework. All seven of the producers with whom we work are based in Eastern Europe, six of them in so-called risk countries*. All seven have signed the BSCI Code of Conduct obliging them to comply with the working standards of the International Labour Organization. Five producers have already been audited with respect to the implementation of the Code.

We source the remaining 37 percent of our goods from 124 commodity suppliers.

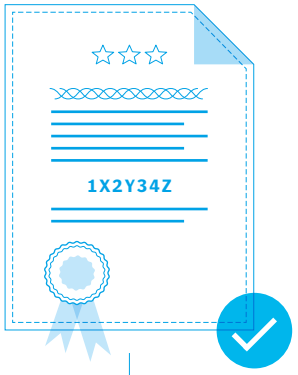
3.2 THE BSCI LABEL

* A country is classified as a risk country by the BSCI based on the experience of purchasing companies, the United Nations' Human Development Index and Transparency International's Corruption Perceptions Index.

3.3 CONTRACT GARMENT MANUFACTURE IN FIGURES

100%

100% of the SCM contract garment manufacturers have signed the Code of Conduct.



80%

More than 80% of these partners have already been audited.

In this case, as opposed to outward processing, we purchase a completely finished garment from the suppliers' collections. 92 percent of this purchasing volume comes from German suppliers. — Fig. 3.3

In the CWS sector, purchasing is dealt with via our subsidiary, CWS-boco Supply AG, in Switzerland. We purchase all CWS products through it. More than 99 percent of these come from manufacturing facilities in Western Europe. Of the 27 suppliers with whom Supply works, only two have one or two manufacturing plants in high-risk countries in Eastern Europe and Asia. The purchasing volume for goods from these countries makes up less than one percent of CWS Supply AG's total purchasing volume. Supply AG's conditions of purchase, which have been signed by all suppliers, prohibit all forms of forced labour or child labour and the exploitation of human beings.

We do not permit child labour at all in our supply chain. This is enshrined in our conditions of purchase. In sensitive areas, we ask our suppliers for additional confirmation that child labour is excluded. Compliance is checked by means of regular audits.

In October 2012, CWS-boco SCM was awarded the OEKO-TEX Standard 100 certificate for professional, protective and corporate identity clothing. This means that we can now prove that our workwear is manufactured exclusively from skin-friendly materials which are not harmful to health. The certificate awarded by the OEKO-TEX certification body proves that the complete garment, from the outer material to the sewing threads, linings, prints etc. as well as non-textile accessories such as buttons, zip fasteners, and rivets, is made of skin-friendly and safe components. Proof is provided either by valid certificates from upstream suppliers or by means of appropriate assessment by an accredited testing institute.

In 2013, CWS-boco SCM will additionally be certified to DIN EN 14001 for its environmental management system. Our commitment to quality with respect to our customers has been guaranteed since 1995 by DIN EN 9001.

CWS — boco

Ecological commitment

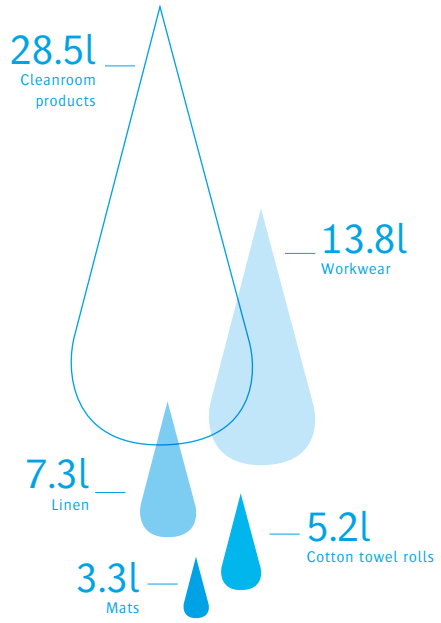
With more than 4 million washroom dispensers, 76 million workwear textiles delivered annually to up to 1.2 million wearers, nearly 30 million towel rolls requiring laundering every year, 7,600 employees, approx. 1,600 service vehicles and 55 high-tech laundries, our business has repercussions on the environment and resources.

We consume energy and water, we produce exhaust gases and wastewater and we use raw materials and detergents. It is therefore all the more important that we use resources in a more intelligent way, reduce waste and operate more efficiently. We are working to achieve this day after day – in a wide variety of fields and by taking different, sometimes very unusual, approaches.

We use a variety of ways to save water and energy in our laundries. These range from reusing washing water from towel rolls to launder mats, to using heat exchangers, to low-temperature washing programmes and installing water recovery tanks. These and many other measures are now standard features in the majority of our laundries.

Continually optimizing and modernizing our network of laundries nevertheless remains an ongoing task.

3.4
WATER CONSUMPTION
PER KG OF LAUNDRY

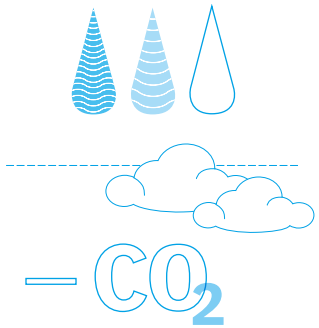


Water

Water is one of the essential resources for an operator of industrial laundries like us. In 2012, the total water consumption of our laundries was 1,302,087 cubic meters. Our goal is to reduce water consumption for the entire CWS-boco Group by 5 percent as early as 2014.

In order to use this commodity as sparingly as possible, we trial very different approaches to saving, reusing and using water in our facilities in as environmentally acceptable ways as possible. From an ecological perspective, we are therefore achieving significant benefits: the less fresh water we use and the more efficiently we recycle it, the more we can optimize our water footprint. Fig. 3.4

In 2012, the volume of wastewater from our laundries totaled 1,155,145 cubic meters. We obtain the water for our laundries from municipal water systems, wells and rainwater. We aim to put in place more accurate real-time reporting regarding our water sources for all our major facilities by 2014.



EXAMPLE 02

Bratislava laundry, Slovakia

We also clean our wastewater more efficiently in the CWS-boco laundry in Bratislava, Slovakia. To this end, a new wastewater treatment plant, which removes chemical residues even more efficiently from the wastewater, was installed at the end of 2012. This has a double benefit for the environment: on the one hand, the wastewater is cleaner and, on the other hand, less water is consumed, since the plant treats the wastewater so that it can be reused as fresh water for laundering mats. The plan is to further expand the new plant to incorporate heat recovery equipment, which will additionally result in savings of thermal energy. In addition, a system is to be installed which uses the wastewater from less soiled textiles, for example, towel rolls, to launder mats.

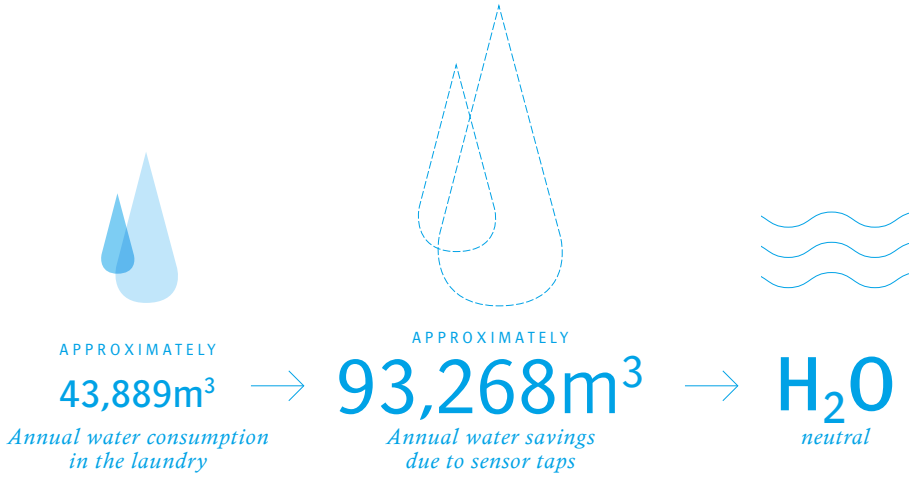
EXAMPLE 03

Solingen, Germany

One excellent example of our intelligent use of resources is CWS-boco's laundry facility in Solingen, North Rhine-Westphalia, Germany, where we clean mats and towel rolls. Commissioned in 2010, the washing process equipment combines wastewater treatment, energy recovery and water recycling, so that we can save more than 108,000 litres of drinking water and more than 4,000 kWh of energy every day, compared to conventional washing processes. The heart of the system is a heat exchanger which absorbs a large part of the heat energy from the washing water and uses it for a second time. Other highlights include a bioreactor which removes inorganic substances from the water such as heavy metals, and a reverse osmosis system where the dirty water is treated.

In this way, the system reuses up to 70 percent of the wastewater produced, on average, time and time again, representing a saving of approximately 1,100 megawatt hours of primary energy per year. This corresponds to approximately 110,000 litres of heating oil. From April 2010 to December 2012, we saved more than 109 million litres of drinking water. In 2012, we were able to use a total of 28,000 cubic meters of water from our treatment plant for our washing processes. In addition, almost 23,000 cubic meters of well water were used. The amount of additional fresh water used was less than 4,000 cubic meters. We have set ourselves the goal of further increasing the equipment's recycling rate in the future and exceeding the 80 percent mark.

CWS – boco



EXAMPLE 04

Sensor taps in the Netherlands

Our Dutch subsidiary uses economical non-touch sensor faucets, resulting in water savings of about 70 percent. In early 2012, the company fitted 4,783 of these sensor faucets via service contracts, achieving annual water savings of approximately 93,268 cubic meters. That equates to some 1.95 litres or nearly 1,300 litres per employee per year for every 20-second hand-washing operation. Assuming that some 15 people use one of these taps in their workplace, this represents a saving of about 19,500 litres per tap for the company. The annual water savings of all the taps installed is double the water consumption in the laundry in 's-Hertogenbosch during the same period. The laundry is therefore water neutral.

The aim is to increase the annual difference between the amount of water consumed during the washing process and the savings in the washroom, and to increase the number of CWS-boco sensor faucets on the market by five percent in the coming years. Using foams instead of cream soaps, which reduce the consumption of soap by up to 53 percent, is also helping to save water. Since foam can be washed off more easily than conventional soaps, about 30 percent less water is consumed at the same time.

EXAMPLE 05

Cork, Ireland

New technologies are also helping to save energy and water in our laundry in Cork in Ireland. Following the installation of a large water storage tank the facility no longer has to buy in 240 cubic meters of fresh water every week. The laundry is currently able to service 75 percent of its water requirements with well water. In addition, insulating the heating elements of the tunnel washer system and fine filtration system prevents heat losses from the system which, in turn, means that less new heat has to be produced. Replacing the steam units in the dryers has reduced the drying time on average by four minutes, with the result that the system is now operating more efficiently and, at the same time, using less energy. Replacing the pneumatic components and valves has reduced the dryers' air consumption, allowing the valves to close automatically during cooling or stoppages. The burner can be adjusted exactly thanks to a system which checks the oxygen content in the central boiler's exhaust air, thus ensuring that the best possible efficiency can be achieved and gas can be saved. Further energy savings have been achieved thanks to the installation of the flue gas heat exchanger. As a result, the temperature of the boiler supply water has been increased and the gas consumption has been reduced on average by four percent.

CWS – boco

OUR AREAS OF ACTION
Ecological commitment

EXAMPLE 06

Laundry in Neuss, Germany

CWS – boco

We constructed the latest-generation high-tech laundry at the new facility in Neuss. The laundry uses two tunnel washer systems, four washer extractors, as well as automated, computer-controlled conveyor technology. Total investment: 6.2 million euros.

Efficient processes and a real-time IT-supported operating data monitoring system make for significant reductions of energy needs throughout the entire laundering procedure.

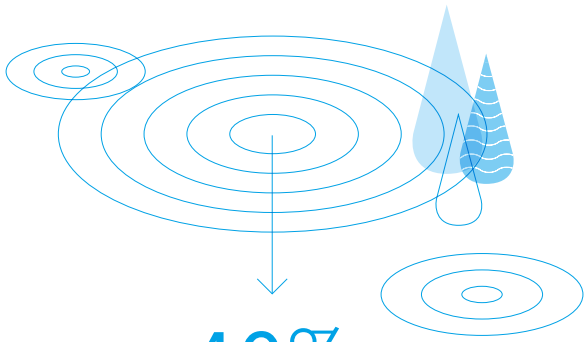
The textile items are washed at a standard average temperature of just 55°C without any loss of quality since high-tech washing machines and high-performance laundry detergents already remove a great deal of the textile soiling at far lower temperatures than those that used to be necessary. The drying of the washed articles likewise takes place in a new low-temperature process in Neuss: having first been de-watered mechanically with a centrifuge so that they then only have about 35 percent residual dampness, the laundered textiles are put through a six-chamber finisher in which they are fully dried at a low temperature. While conventional finishers operate at a temperature of 150 to 180°C with additional steam spraying in the first chamber, the system in Neuss operates at a temperature of just 110°C and without additional steam. The clothing transmits the temperature from one chamber to the next, removing the need to heat the last three chambers, but the textiles still continue drying. Energy recovery in the extended inlet and outlet chambers helps to reduce energy consumption for the same amount of textile items. 60 percent of the thermal energy can be saved in the drying process alone.

Further energy savings are achieved by reducing the steam network's working pressure to just 3 bar throughout the entire washing and drying process as against the conventional level of 6 bar.

An extensive IT system monitors and documents the water and energy consumption levels throughout the laundry facility – seamlessly and in real time. This means that any leakages or faults which might arise can be identified and rectified at an early stage.

EXAMPLE 07

Puurs laundry, BeLux



40%

savings on fresh water

Thanks to a water recovery system, the CWS-boco laundry in Puurs in Belgium has been able to significantly reduce its consumption of fresh water. The workwear which is cleaned in the laundry also includes garments from so-called clean rooms (e.g. for producing computer chips), where the highest standards of cleanliness apply. Therefore, the water used for laundering the cleanroom garments is still fairly clean following the washing process and can be reused for cleaning other textiles, resulting in savings of fresh water of 40 percent. The temperature of the water used for laundering cleanroom garments is on average 32°C, which means that the wash temperature for normal laundry is reached more quickly. In addition, the detergents in the water are still effective, so there is no need to add any additional detergents. This means that the washing process can be shortened and the quantities of fresh water and wastewater can be reduced.

EXAMPLE 08

Ecoilet, the Netherlands

At the same time as we are working to continually improve our own environmental record, we are also endeavoring to encourage our customers to do likewise. With this goal in mind, CWS Netherlands launched a project to distinguish eco-friendly washrooms five years ago. The "Ecoilet" concept combines the Paradise Line washroom design with sustainable and economical washroom solutions. Each Ecoilet washroom receives a sticker from CWS Netherlands telling washroom users about the washroom's Ecoilet concept and making them aware of the issue of sustainability.

In order to be awarded the Ecoilet rating, the respective washroom must be equipped according to modern environmental standards, namely with cotton towel dispensers, recycled toilet paper, foam soap and sensor taps. An Ecoilet washroom represents approx. 63 percent* less energy consumption, approx. 48 percent* fewer CO_2 emissions and approx. 79 percent* less waste for the environment: the operator therefore makes a number of savings including water, wastewater and cleaning costs.

It is also planned that the national subsidiaries in Germany and Italy will introduce the concept.

* Lifecycle assessment of hand drying systems: cotton towel rolls in comparison to paper towels, summary by Öko-Institut e. V. 2006, p. 2.

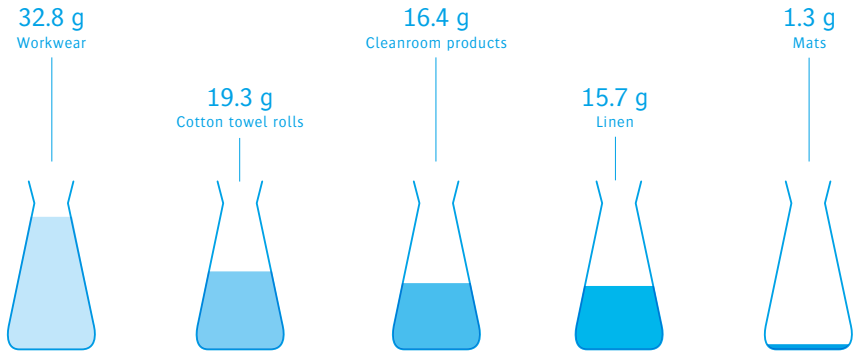
CWS – boco

Chemicals*

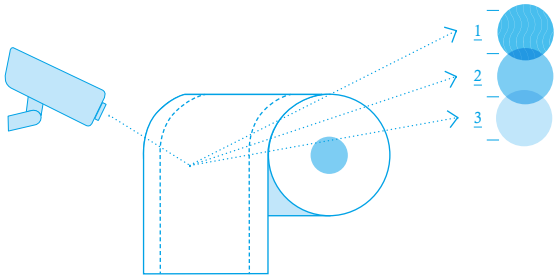
Detergents used in CWS-boco laundries (total consumption in 2012: 2,863 tonnes) are as environmentally friendly as possible and meet the legal requirements and environmental constraints. The chemicals we use are mainly detergents and other specialized chemicals for special washing processes. Working in close cooperation with our suppliers, we constantly check the chemicals in terms of their physiological and ecological safety and optimize their use by using them in low doses. In order to achieve greater transparency about the use of chemicals in our laundries, we are introducing a uniform Group-wide real-time system to record usage levels, which we will then use as the basis for continuously improving the efficiency of the chemicals used. Fig. 3.5

* The values for chemical use are not automatically recorded in all national subsidiaries.
The values for the CWS-boco Group as a whole have therefore been extrapolated from the existing figures for the national subsidiaries.
We are working to achieve full recording of all of these values.

3.5
CHEMICAL CONSUMPTION PER KG OF LAUNDRY



EXAMPLE 09
The Netherlands



We are continuously striving to reduce our use of chemicals. In the CWS-boco laundry in 's-Hertogenbosch in the Netherlands, for example, a test camera inspection system was installed in the laundry which can monitor the soiling level of the towel rolls delivered. Lightly soiled rolls can then be laundered in a washing programme using fewer detergents. Since this testing has demonstrated a clean wash performance, this automatic inspection process will in future mainly be used in new installations. Thanks to the systematic monitoring, amongst other features, this system is helping us to design and launder towel rolls in such a way that the life of the textiles is being increased.

In addition, rolls which are sorted out for subsequent washing after passing through the ironer will, in future, be checked again to see whether they are at the end of their life or whether they need to be sorted out for subsequent rewashing or repair. During this stage of the process, it will also be checked whether subsequent washing is worthwhile or whether parts of the roll should be removed. As a result of this process improvement, the laundry in 's-Hertogenbosch has reduced the amount of subsequent washing of textiles by around 90 percent and increased the facility's overall productivity by five percent.

CWS – boco

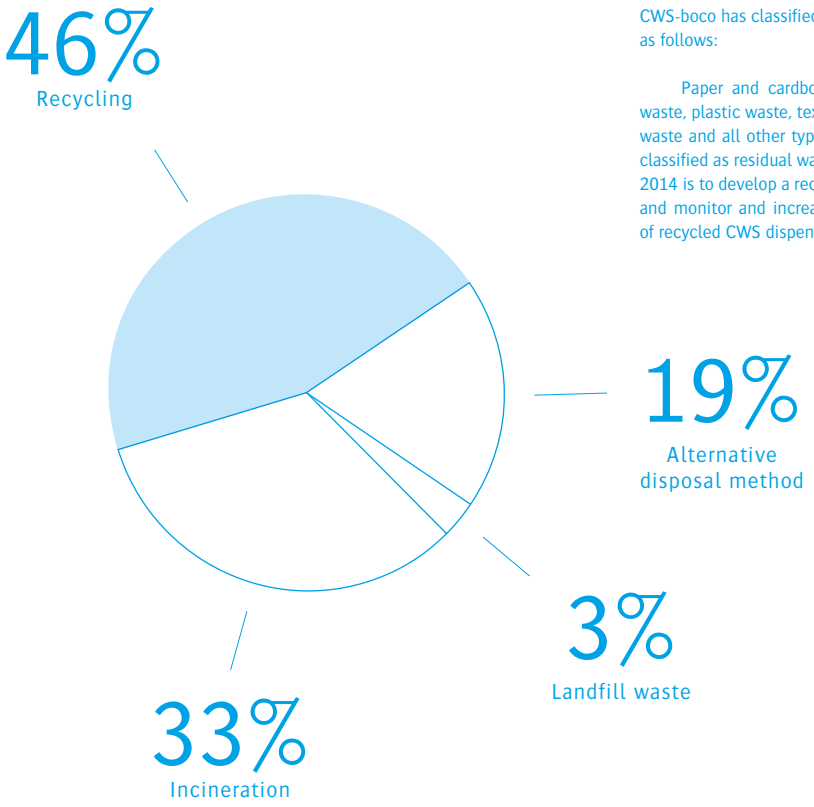
Raw materials and recycling

Our products include a wide range of raw materials. In addition to plastics and metals in our washroom dispensers, our dust control mats also include rubber and synthetic fibers, our towel rolls include cotton and our clothing includes cotton and high-tech fibers. Careful handling of these raw materials is one of the stated objectives of our sustainability concept. This also includes recycling raw materials. In 2012, the volume of waste across the Group (excluding Sweden) amounted to 4,719 tonnes, of which 46 percent was recycled. In addition to categorizing the types of waste, the various forms of disposal are also recorded. According to this one-third of the waste was incinerated, 3 percent went to landfill sites and a further 19 percent was professionally disposed of in other ways. In the long term, we want to develop a holistic recycling concept in line with the concept of the "Zero Waste Policy", the aim of which is to avoid waste in general. Fig. 3.7

3.6
TOTAL WEIGHT OF THE WASTE

4,719 t

3.7
DISPOSAL METHODS*



CWS-boco has classified the waste as follows:

Paper and cardboard waste, foil waste, plastic waste, textile waste, mat waste and all other types of waste are classified as residual waste. Our aim by 2014 is to develop a recycling concept, and monitor and increase the number of recycled CWS dispensers.

* It must be noted, in the case of the figures quoted here, that it was not possible to specifically report on the type of waste or method of disposal in Italy at the time that this data was gathered.

EXAMPLE 10

Plastics

Approximately 630,000 CWS-boco cotton towel dispensers are in use in washrooms around the world, which have to be partially repaired during the course of their lifecycle, re-processed and eventually disposed of. In order to create a uniform international standard for this process, we opened a dedicated upcycling centre at our supplier in Diepoldsau in Switzerland three years ago. The national subsidiaries in the Netherlands, Italy, Switzerland and Germany currently send their defective or dismantled cotton towel dispensers to Switzerland for inspection and processing; the Belgian and Luxembourg subsidiaries will do so in the future as well. In addition to preventing waste, the upcycling centre's objective is to optimize logistics and repair processes at CWS-boco around the world. We also review and use information about the condition and reliability of the dispensers, in order to identify any technical problems at an early stage, to optimize the dispensers, and to increase their durability. During the coming years we want to create a standardized process for all participating national subsidiaries which organizes the repair or recycling of our dispensers as consistently and sustainably as possible.

All incoming dispensers are documented and analyzed in CWS-boco's processing centre. Based on this analysis, a decision is made whether a dispenser should be upcycled or recycled. In the event of upcycling, the defective components are replaced and the dispenser processed such that it does not differ from a brand-new dispenser. Experience has shown that this is possible for approximately 80 percent of the dispensers sent in – a gratifyingly high figure which we want to continuously increase over the coming years. Currently, some 2,900 dispensers are processed every month.

Dispensers which cannot be repaired are dismantled and separated into materials such as plastics, metals and precious metals. The plastic parts are converted into granulate as far as possible; new dispensers contain up to 10 percent of this recycled granulate.

CWS-boco came up with a creative way of reusing the granulate from old dispensers in 2012. As part of the "Big Spender" campaign, park benches were made from liquid soap, foam soap and cotton towel dispensers for a good cause. We ran a campaign on our Facebook page to donate the environmentally friendly park benches. Charitable institutions, nurseries, schools and retirement homes were able to apply for a bench. In order to participate, applicants had to submit a photo of the place at the institution where the bench was to be situated, together with brief reasons. This year a total of 26 winners each received a bench made of recycled materials. The granulate for the benches originates from our processing centre in Switzerland.

CWS – boco

www.blauer-engel.de

www.hygiene-berlin.de

www.fsc-deutschland.de

www.eu-ecolabel.de

EXAMPLE 11

Cotton

A CWS-boco cotton towel roll can be washed and reused more than 100 times. All of our cotton towel dispenser systems carry the renowned "Blue Angel" ecolabel.* In 2012, the system also received the hygiene certificate of the hygiene institute Berlin SearchCare.** Approximately 90 percent of old rolls are reused for mops and cleaning rags.

* Applies to the national subsidiaries
CWS-boco Deutschland GmbH, CWS-boco BeLux N.V.,
CWS Nederland B.V., CWS-boco Suisse SA,
CWS-boco Italia S.p.A., CWS-boco Ireland Ltd.

** Applies to the national subsidiaries
CWS-boco Deutschland GmbH, CWS-boco BeLux N.V.,
CWS Nederland B.V.

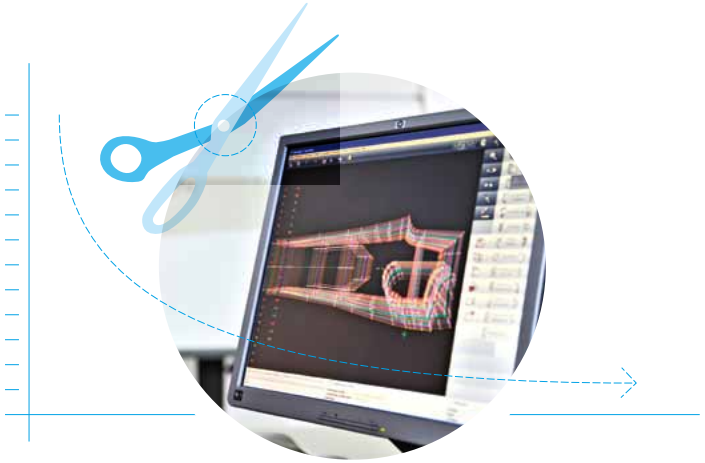
EXAMPLE 12

Paper

Many of the CWS-boco Group's national subsidiaries offer electronic invoicing procedures, thereby saving paper. Our Dutch subsidiary, for example, launched an initiative in the spring of 2012 to switch from paper billing to electronic billing, informing customers of the change in several stages. Up until that point the company had been producing almost 100,000 paper invoices each year. By mid-2013, almost 70 percent of invoice recipients had opted for the electronic version.

The majority of the paper from our international paper towel range is either made from recycled paper or carries a seal of approval confirming sustainable and socially acceptable use of forests (FSC certification, PEFC seal of approval or European Ecolabel).

We prefer our print materials to be produced using paper with the FSC seal. The paper for the content of this sustainability report, for example, has been awarded the EU Ecolabel and is FSC certified.



EXAMPLE 13
Textiles

Cutting software introduced in early 2012 is helping our procurement organization to significantly reduce its demand for materials for workwear. The new software optimizes the arrangement of the individual pattern pieces in the so-called cutting layout, so that the total material required to make a garment is reduced, resulting in less cutting waste. The cutting waste which is still produced is used, for example, as a raw material for vehicle interior trims. Blankets are made from the fleece remnants produced during the manufacture of the lining of our clothing, which we then donate free of charge to homeless shelters and food banks.

Gentler cleaning also saves textiles. Traditionally, textiles are cleaned in industrial laundries at a temperature of 85 to 90°C. However, at CWS Netherlands, the washing temperature is lowered to 45°C, without any sacrifices in cleanliness and hygiene being observed. A lower washing temperature not only lowers energy consumption, but also decreases the wear of the cleaned textiles. Instead of being washed and reused 100 times like our traditional rolls, they can be washed and reused more than 200 times.

EXAMPLE 14
Packaging

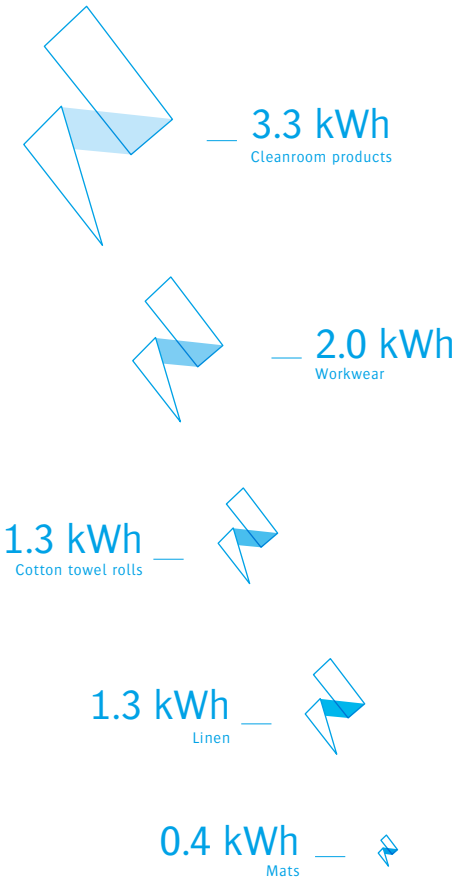
As a company which is committed to sustainability, it is very important to us to reduce the volume of packaging materials we use, to optimize packaging and to make our logistics more efficient. With this aim in mind, CWS-boco Supply AG has overhauled the production and packaging of soap bottles as part of the "Packaging Initiative". Previously, 50 grams of plastic were required for the 500ml soap bottles for the BestLine range of dispensers. A two-stage process has seen the material requirement reduce firstly to 46 and then to 44 grams. Bottles weighing six grams fewer each represent a material saving of approximately twelve percent – a total reduction in material required per year of around 22 tonnes. In addition, we have optimized the loading of pallets with empty bottles for transport to the filling operation. Now, 324 extra 500ml bottles or 224 extra 1000ml bottles can be loaded on each pallet, representing an annual saving of 13 truck trips.

We have also been able to achieve a reduction in the number of kilometres driven by changing our supplier for our roll paper. Previously, the product was delivered from Italy and involved two to three truck trips per week. However, as the main sales market for roll paper is Germany, we have been purchasing roll paper from Germany since the beginning of 2013. This represents a significant reduction in the number of kilometres driven, as the paper no longer has to be delivered from Italy.

The waste from our laundries is disposed of by professional waste disposal services. Information about the disposal methods is stored by these establishments and in CWS-boco's internal documents.

CWS – boco

3.8
ENERGY CONSUMPTION PER KG OF LAUNDRY
Thermal and electricity



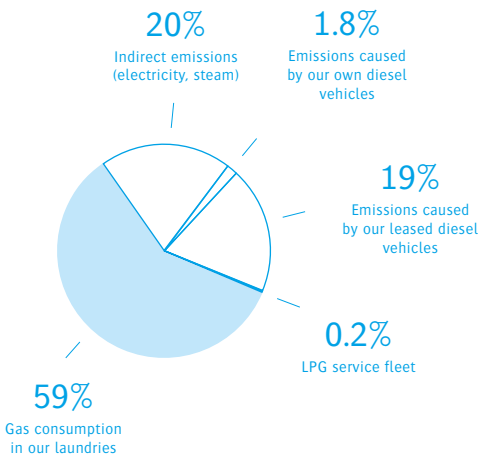
Energy and CO_2 emissions

CWS-boco's total energy use in 2012 was 902,852 gigajoules, with 84.7 percent coming from direct energy consumption. The washing and drying processes in our laundries are particularly energy-intensive. We are continually working to further reduce our energy consumption through the use of resource-conserving technologies and efficient production workflows. By 2014, we want to increase the energy efficiency per kilogram of laundry throughout the Group by 10 percent, and it is our goal to improve this value by 30 percent by 2020. Fig. 3.8

In 2012, the CWS-boco Group produced 57,625 tonnes of greenhouse gas emissions which we record in accordance with the Greenhouse Gas Protocol Standard, an internationally recognized procedure for reporting on greenhouse gas emissions. It is one of our main concerns to reduce these emissions further. By making extensive improvements in our energy efficiency, optimizing our logistics and increasing the use of green electricity, we want to reduce the Group's volume of emissions by 5 percent by 2014. We plan to reduce these by 20 percent by 2020. Fig. 3.9 / Fig. 3.10

With approx. 1,600 company vehicles averaging 227,782 kilometres every day, logistics is a significant part of our environmental performance. In order to reduce our environmental impact, we have been trialing various environmentally friendly mobility concepts for years such as, for example, the use of natural gas and electrically powered vehicles. It is clear that each of these approaches has its advantages and disadvantages; new technologies are continuing to evolve, so that the further optimization of our sustainable logistics concept remains an ongoing task.

3.9
GREENHOUSE GAS EMISSIONS BY SOURCE



3.10
DIRECT AND INDIRECT GREENHOUSE GAS EMISSIONS BY WEIGHT

57,625 t

EXAMPLE 15

Natural gas

The first stage was converting part of our fleet vehicles to natural gas powered vehicles as a good ecological alternative to conventional drives. We were distinguished with the Innovation Prize of the German Gas Industry for this programme which began in 2007. Currently, half of our 600 service vehicles in Germany are powered by natural gas.

We make sure that the impact of those vehicles, which are powered with conventional powertrains, on the environment is as small as possible. CWS-boco Suisse has converted its entire fleet of company vehicles to smaller engines and more fuel-efficient models since the beginning of 2011 in order to reduce CO_2 emissions and conserve resources.

We have been optimizing the service routes and utilizing mixed services for all service cycles since 2009 in order to achieve potential savings in terms of fuel and energy. During the first year of the optimization, we were able to reduce the number of kilometres travelled by 1.25 million. In addition, our drivers attend training courses to learn how to drive in a fuel-efficient manner, in order to further optimize our delivery and collection services, etc. In 2012, the savings achieved in the entire CWS-boco Group amounted to more than a million kilometres and more than 360 tonnes of CO_2. In addition, over 137,000 litres less fuel was used.

EXAMPLE 16

Driver training

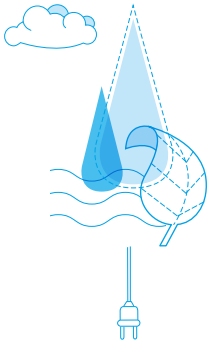
Our drivers regularly undergo training courses on environmentally friendly and safe driving. To this end, our Swiss subsidiary launched the "Driving Training: Delivery Vans Eco and Safety" project in September 2012. The objectives are to reduce fuel consumption, accident rates and downtime of employees and vehicles as well as repair costs and insurance premiums.

Practical and theoretical modules are used to teach participants various techniques including how to brake safely, avoiding manoeuvers and environmentally responsible driving. In addition, the way in which the participants drive is analyzed and a comparison drive is carried out with the newly acquired Eco-Drive knowledge. In order to further motivate employees, a fuel saving competition was launched. Prizes were awarded to the three service centres which achieved the greatest percentage savings compared to the same month the previous year.

CWS – boco

EXAMPLE 17

Green electricity



100%

green electricity in German facilities since 1 January 2013

The Swiss facilities in Châtel-St-Denis and Glattbrugg and the operations in the national subsidiaries in Austria, BeLux and the Netherlands purchase their electricity from renewable energy sources such as wind, water and biomass. The leaders are the Netherlands with 1,300 megawatt-hours of green electricity, ahead of Switzerland with approximately 430, Austria with almost 300 and BeLux with 16 megawatt-hours. CWS-boco Germany also switched its operations to green electricity in 2013, and has been purchasing 100 per cent green electricity from these sectors since 1 January 2013.

EXAMPLE 18

Electromobility

As part of our commitment to sustainability, we have been participating in a long-term research project funded by the Federal Ministry of Transport. Two electrically powered vehicles have been in operation on service trips at the CWS-boco facilities in Bochum and Solingen since 2012, with the kilometres travelled, trip topography and kilowatt-hour consumption being carefully documented. The five-year practical testing is part of the Dortmund research project "ELMO – Elektromobile Urbane Wirtschaftsverkehre" [electromobile urban commercial transport] and part of the federal "Model Regions Electromobility" programme and is sponsored with funding from the German Federal Ministry of Transport, Building and Urban Affairs (BMVBS). The programme is coordinated by the National Organization for Hydrogen and Fuel Cell Technology (NOW GmbH), with the objective of testing the long-term suitability of electric drive systems in commercial goods transport and thus to promote the topic of electromobility.

Participating in the test is helpful for us, as we are using the tests to check the long-term suitability of electrically powered vehicles for deployment on regular service trips. In this respect they need to be as reliable and efficient as the drive technologies diesel and natural gas which are currently in use. In addition, we hope to draw conclusions regarding the loading infrastructure, billing technologies and fleet management.

EXAMPLE 19

Pellet steam generator

SAVINGS ON CO_2 – EQUIVALENT TO:

1,000

flights from Munich to New York

We have been using a pellet steam generator in our laundry in Märsta in Sweden since the spring of 2011. Running in purely pellet mode, the facility's operation is completely CO_2 neutral. We are saving around 2,150 tonnes of CO_2 per year compared with using gas. This corresponds to approximately 1,000 flights by one person from Munich to New York or operating 17,000 refrigerators a year. The enormous savings have been influential in achieving certification in accordance with the Nordic ecolabel for the laundry. By securing this certification for our facility, we can provide our customers with meaningful evidence of the sustainability of our laundry in Märsta.

CWS – boco

EXAMPLE 20

Intelligent route planning

Our Dutch subsidiary has been using an app to optimize the service routes, the travel times, distance travelled, CO_2 emissions and to help reduce logistics costs since autumn 2012. p.59 Based on customer information such as address, opening times, product type and quantity, the "Optimize my Day" software re-calculates the regular service trips. The success of the project is continuously being evaluated, in order to constantly make savings in terms of the number of kilometres driven and driving time. We plan to roll out the app across the Group.

EXAMPLE 21

Sustainability in information technology

The CWS-boco Group's Information Services (IS) Department has set itself the target of reducing its ecological footprint. To do this, IS is using powerful, but energy-efficient hardware and virtual working. For example, energy-intensive devices are being replaced by new, more powerful models with lower consumption. Furthermore, the number of devices is being reduced in the data centres through virtualization.

Thin clients are being used in many workplaces to provide the majority of the computing and storage capacity required by a PC workstation via servers. This makes it possible to use less powerful and therefore more efficient computers at individual workstations.

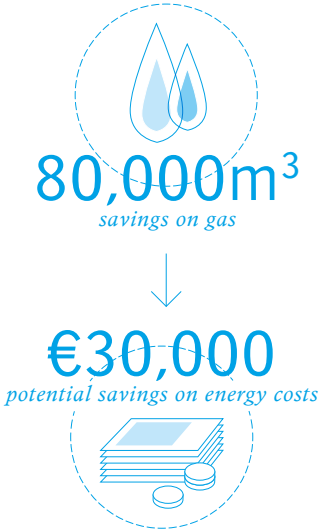
The servers themselves are centralized in data centre units. The extensive computing resources, which are bundled together in one place, can therefore be optimally used and operated as efficiently as possible. Simply by using new, energy-efficient servers and appropriate virtualization of applications, CWS-boco's Corporate IS is saving about 1,200 tonnes of CO_2 a year in the Hamburg data center, compared to the server technology used in 2008.

There is also a sustainable solution for computers which are replaced by new models. Some of them enter the lifecycle process within the CWS-boco Group. Thus, older but well-maintained hardware is being reused in a different location, provided that it meets the relevant technical requirements. Devices which cannot be reused internally are recycled externally. This recycling process reduces the hardware to its individual components, in order to either reuse these in new equipment or to dispose of them properly.

These modern solutions are enabling IS to contribute to greater sustainability at CWS-boco, even outside its own department. For example, trip optimization and route planning applications are helping to reduce the number of kilometres driven by our service fleet.

EXAMPLE 22

Thermal energy



The CWS-boco laundry, which opened in Międzyrzecz in Poland in 2011, is saving approximately 80,000 cubic meters of gas annually thanks to a heat exchanger. The heat of the wastewater from the washing process is used to heat fresh water for washing. Depending on the washing programme, the textiles are washed at temperatures of between 30 and 75°C. The fresh water can be heated by the system from 8 to about 32°C – without consuming extra gas. Every year, this results in potential savings of around 30,000 euros in energy costs for CWS-boco Poland.

CWS–boco

Certifications

Our laundries operate in accordance with uniform standards of quality and have been tested and certified to recognized environmental and quality management standards. All of the facilities of the German subsidiary have the following certifications:

- ISO 14001:2005 – **Environmental Management**
- ISO 9001:2008 – **Quality Management**

In addition, the facilities have been awarded the hygiene management certificate in accordance with ISO 14065 (RABC), and/or the hygiene certificate RAL-GZ 992/1–4 for laundry care in the health and care sector.

CWS-boco China has been distinguished as one of the Top 10 Green Suppliers by the China Hotel Purchasing and Supplying Association. These distinctions speak for our quality and confirm the high standards in place in our high-tech facility in Shanghai.

The renowned ecolabel "Blue Angel" in accordance with RAL-UZ 77 has been awarded to all of CWS's cotton towel system dispenser lines*. All of the cotton towel rolls which we obtain from our suppliers are additionally certified to Oeko-Tex® Standard 100. The products are grouped in product class 2 as products which have contact with the skin. The more intensive the skin contact, the more stringent the requirements the product has to meet to achieve the Oeko-Tex® certificate.

* Applies to the national subsidiaries
CWS-boco Deutschland GmbH, CWS-boco BeLux N.V.,
CWS Nederland B.V., CWS-boco Suisse SA,
CWS-boco Italia S.p.A., CWS-boco Ireland Ltd.

Biodiversity

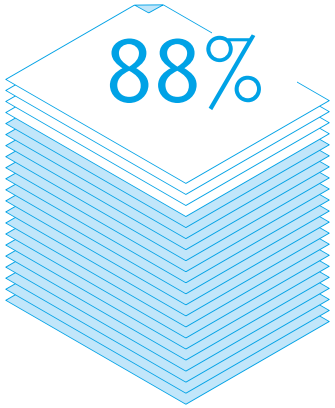
Biodiversity is the term used to describe the biological diversity of Earth. This includes both the variety of plant and animal species on our planet and the wide variation in genetics within species. The various ecosystems are as much part of the biodiversity as we are. The biodiversity in which we live has evolved over millions of years and forms the basis of our life. It is therefore particularly important that we preserve it and are as careful of our natural resources as possible. Fig. 3.11

We are aware of this responsibility and are reducing our consumption of resources wherever possible. Throughout our service chain – from the collection of our rental products from our customers, to their treatment in our laundries, to delivery of the products to the customers. (See Section 3.2.) We are saving raw materials in our laundries and using alternative drive systems in our service fleet.

We use water recycling systems in our laundries to ensure that we can reuse the washing water time and time again and produce as little wastewater as possible. This is treated and filtered, so that it can be fed into the normal wastewater system without harming the environment. We ensure that we meet the requirements and guidelines of the cities and communities where we operate our laundries. We use additives which pollute the wastewater as little as possible to launder our textile products.

In order to further improve the environmental performance of our cotton towels, we are working on the introduction of towel rolls made from organic cotton. We cooperate exclusively with suppliers who are certified to the Global Organic Textile Standard (GOTS). The seal of quality is an internationally recognized standard for textile processing from ecologically produced natural fibers. The GOTS is only used to certify suppliers which comply with all of the relevant environmental and social standards throughout their production chain.

3.11
PROPORTION OF FSC AND ECOLABEL-CERTIFIED PAPER*



* Proportion of FSC-certified paper which is purchased across the Group from our main supplier, CWS-Supply.

Commitment to our employees

CWS-boco serves people, and people serve us – this basic principle is reflected in our core business motto "Serving you – serving nature". The 7,643 men and women who work with and for us are the key drivers of our success. We can only be as committed, convincing and successful as our employees in our 18 national subsidiaries are. This being so, we are committed to our employees in many different ways.

We aim to encourage our employees, valuing their individual strengths and abilities, throughout their careers. As an international company, we consider the diversity of our workforce as a huge opportunity. CWS-boco's employees are drawn from more than 60 nations, and their different experiences, cultural backgrounds and outlooks are a tremendous asset. The percentage of female employees in the Group is 51 percent. The percentages of women in the Operations and Sales divisions are 52 percent and 47 percent respectively, while two-thirds of the employees in Administration are women. At management level, the percentage of women is currently 16 percent. We employ and promote employees on the basis of their abilities, expertise, social capabilities and performance – irrespective of their gender or cultural diversity. That said, we are striving for a more balanced management ratio based on our total employee mix. Therefore, we have set ourselves the goal of increasing the proportion of female employees in this sector to 30 percent by 2020.

In our international Code of Conduct, which was adopted in 2010, we oppose any form of discrimination based on gender, age, race or nationality, social origin, political beliefs, religion or sexual orientation. We appreciate the contribution made by each individual employee – and we do everything we can to support them.

We offer our employees an attractive working environment and pay fair wages. Working closely with intex e.V., the federal association of industrial textile service companies, the German subsidiary has committed itself to the introduction of an industry-wide minimum wage.

In addition, the people working at CWS-boco have very different educational backgrounds. Not only do we seek to recruit university graduates, but we also offer low-skilled workers jobs in our facilities. School leavers can choose between ten occupational future career qualified jobs at CWS-boco Germany alone. They can learn various occupations including sales or undergo training to become IT specialists, warehouse operators, textile cleaners or electronic engineers specializing in building and infrastructure systems. We specifically developed the "Service driver" training course in close cooperation with the chamber of industry and commerce. Qualifications and personality are key selection criteria when recruiting new employees.

But what are the opinions of the employees themselves about working at and for CWS-boco? How do our employees actually feel about the working relationship? And where is there potential for improvement? We collected all of this data systematically in 2012 with the aid of a comprehensive employee survey.

Employee survey

Our large-scale employee survey was sent to 6,021 employees of the CWS-boco Group. Employees in the Netherlands, Belgium and Luxembourg were previously questioned in a separate pilot survey. The national subsidiaries in China and Eastern Europe did not participate in the international survey either for this first round. The survey was conducted by tivian GmbH, which specializes in employee surveys among

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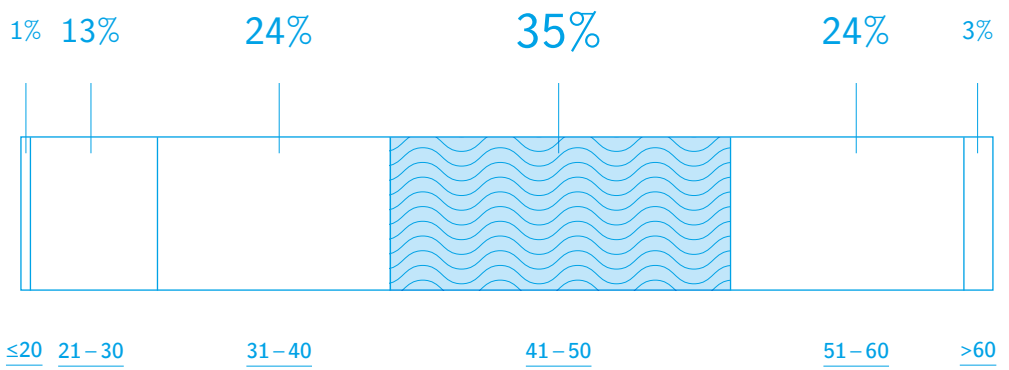
3.12
TOTAL WORKFORCE BY AGE



other things, from 19 November to 7 December 2012. The survey was conducted both in paper form and online. The main subjects covered were employee commitment, corporate values, managerial ability and cooperation. All in all, some 60 percent of our workforce provided feedback.

Looking at the entire CWS-boco Group, the results present a positive picture. The corporate culture and working relationships within the employees' own teams were rated as particularly good. Also encouraging is the engagement index which was calculated from the responses to questions about identification and motivation. On a scale of 1 to 5, the nine national subsidiaries covered by this report achieved a very good score of 4.0. The external benchmark is 3.8.

However, the survey also demonstrated that there is potential for improvement in areas such as employee communications and inter-departmental cooperation. The results were evaluated according to individual departments, as a result of which we are now able to pinpoint exactly where improvements are to be introduced. The results of the respective national companies and subsidiaries will be discussed and evaluated, along with the resulting action plans, by the management of the countries and CWS-boco International during the second half of 2013. The plan at present is to conduct a further survey, probably at the end of 2014, in order to determine what progress has been made.

Further training

We actively and systematically encourage our employees to obtain additional qualifications and assist them with their individual professional development. Further training is an integral part of the half-yearly discussions which take place between employees and executives. All of the company divisions are provided with a budget for this purpose. In 2012, 1,527 out of 2,043 employees in just the Management, Administration and Sales divisions attended training courses. In the short term, we want to establish a company-wide training system, systematically record our training activities, and provide individual further training programmes on the basis of this.

In addition to cross-divisional training programmes, our employees are able to take advantage of special training courses which are tailored to their specific work areas and spheres of competence. For example, field staff can take advantage of further training courses regarding CWS-boco's sales strategy and sales processes, while Operation and Service employees can benefit from subject-specific and interdisciplinary courses in the commercial and industrial sector. Regular workshops and seminars with the management and executives present an opportunity to reflect on and optimize managerial behavior within the company.

In addition to professional qualifications, foreign language skills play an important part in an international company like CWS-boco. The Swiss subsidiary is offering French courses in the German-speaking administration, in order to improve communications with the French-speaking locations. The improved language

skills acquired as a result of basic and advanced level courses have significantly improved working relationships between employees from different linguistic regions and cultures. In order to improve internal and external communications, other national subsidiaries such as Italy, Poland and Germany are also offering language courses for their employees.

Wherever relevant, our employees are able to take advantage of the extensive range of workshops and seminars offered by the international Haniel Academy, which promotes both professional and personal development.

Employee loyalty and promotion of junior staff

83 percent of all CWS-boco's employees have an employment contract of indefinite duration. This high percentage is an expression of our desire to retain our employees long-term. In 2012, the CWS-boco Group's turnover rate* was 17%, although the figures for the individual national subsidiaries varied greatly. In addition to changes in national facility structure, this was also due to specific age structures in some organizations. We will continue to monitor the labour turnover rate very closely and will, in future, record the reasons for employees leaving the company in detail, so that we can control this aspect in a more targeted manner.

In order to do everything we can to encourage our employees to remain with us for the long term, it is important that we enable them to continue working for CWS-boco, if their family circumstances should change. We therefore offer them – wherever possible – flexible or partially flexible working hours, various part-time hours as well as, in some roles, the opportunity to work from home, thus helping them to balance their professional and family lives.

Depending on the job role, the times for starting and finishing work can also be agreed on an individual basis. Where possible, CWS-boco also provides financial aid to those employees requiring childcare for children who are not of school age. CWS-boco International works closely with the "Rheinpiraten" nurseries, which offers childcare for employees' children aged three and over, at the Duisburg location.

* The turnover rate is calculated by taking the number of employees who have left the company, and dividing this number by the average total number of employees.

3.13 NEW HIRES BY GENDER

460
NEW RECRUITMENTS MEN

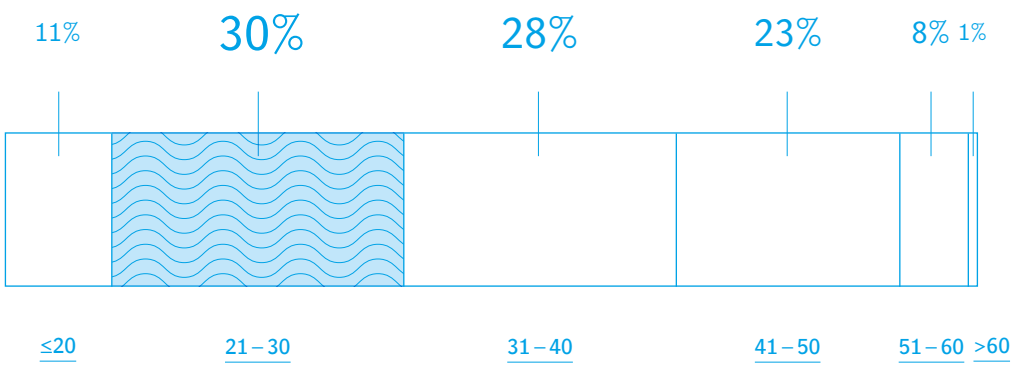
354
NEW RECRUITMENTS WOMEN

3.14 TOTAL NUMBER OF EMPLOYEES

Gender	Total	Austria	BeLux countries	Germany	Ireland	Italy	the Netherlands	Poland	Sweden	Switzerland
male	**3,213**	172	83	1,824	211	171	195	150	136	271
female	**3,288**	154	90	1,753	195	142	135	306	215	298

CWS – boco

3.15
NEW HIRES BY AGE



Each year, the Carl Lueg Foundation awards several scholarships for a school year abroad or voluntary service abroad to our employees' children, as part of the Haniel Foundation. Not only can the young people improve their language skills during their time abroad, but they also learn about the way of life and mindset of other cultures. In addition, we encourage young talent to take part in various company training and further training projects. With effect from January 2014, CWS-boco International will be offering Masters graduates a 24-month trainee programme in the Finance division. This international programme will include several periods at various national subsidiaries of CWS-boco. Also on offer to university graduates is a range of scholarships in cooperation with the German National Academic Foundation. We also fund business-related postgraduate programmes in European or non-European countries.

Wherever possible, we try to promote management trainees for our managerial positions from within our company. For example, employees from all of our national subsidiaries can be nominated by their respective departments for the international, English-language management trainee programme Explore. The programme is organized and managed by the Haniel holding company.

Events and incentives

Company festivities such as summer parties and Christmas parties are a firm part of CWS-boco's corporate culture. In addition, our employees regularly attend external events such as the J.P. Morgan Corporate Challenge in Frankfurt am Main. Some of our locations also boast their own sports facilities. CWS-boco International provides personal insurance coverage for our employees, funding a personal pension scheme through a deferred compensation system. During their time working for CWS-boco, employees benefit from Group insurance policies which they can avail themselves of through the company. Our employees also receive other perks in the company's own boco Shop and in various retail stores. CWS-boco Poland funds holidays for its staff and their school-age children from an employee social fund.

Employee communications

The basis of all good working relationships is knowledge of others' concerns and plans. In order to keep our staff informed about current developments at the company, we regularly publish company magazines, both at international level and in the national subsidiaries. The international edition is published four times a year and contains articles about all of the company's divisions and national subsidiaries. All editions are distributed in our facilities in a printed form,

so that they can also be read by those employees who do not have personal access to the intranet.

In addition to other national subsidiaries, CWS-boco Germany is also active on social networks and operates their own Facebook pages. In order to provide our employees with a tool which allows them to participate actively in the company and submit their ideas, an ideas management programme has been set up in the Swiss and German subsidiaries. Employees can use this to submit proposals for improvements in various areas of the company. Prizes are awarded to the best ideas each quarter. In the past year, these have included ideas for more efficient workflows in laundries. At our Wiesbaden facility, the packing of the freshly laundered items in foil bags has been simplified. In future, all of the laundry bag stands will feature an additional device for holding new bags. Our facility in Olching has managed to increase the utilization of its mat laundry. In future, small mats and logo mats will be treated separately from large mats, following drying. An additional processing table together with a mat rolling machine, and deliberately alternating between large and small mats when loading the machines at the start of the washing process, means that more mats can now be cleaned at the same time.

Health and hygiene

CWS-boco promotes the health of its employees in many ways. In-house fitness programmes at the facilities help employees to balance their everyday work, which is often dominated by standing or sitting activities. By joining company sports groups, employees can re-energize, test their physical limits and, at the same time, establish and cultivate social contacts with colleagues from other departments. In addition, CWS-boco provides regular, free preventative check-ups for employees in many locations. For example, CWS-boco Germany offers free flu vaccinations once a year on a voluntary basis. Each site has its own occupational health service which, among other things, provides check-ups and introduces measures for an optimum ergonomic work environment. Many ergonomic features can now be found in CWS-boco laundries including height-adjustable tables, raised packing stations where the clothes are folded and stored, and trolleys with mobile bottoms where the movable bottom raises or lowers according to the weight of its load. In 2013, the “Year of Health”, Health Days providing health information and organizing health-related campaigns are taking place at all of the German subsidiary’s major facilities.

Our ambitious standards of hygiene are an important topic. In addition to the visual and microbiological quality of our products, another important concern for us is hygiene protection for our employees. We have therefore established a multi-stage hygiene management system in our service process chain. The vehicles which we use to pick up and deliver our linens are regularly disinfected; our employees are also provided with gloves and disinfectants. Disinfecting washing methods are used continually throughout the second stage of the service chain, namely the washing and drying processes. During the third stage of the process chain, namely the repairing, replacing and inspecting the quality of textile items, our employees are required to wear special clothing and regularly use hand sanitizers on entering and leaving certain work areas. In addition, employees are not permitted to smoke or eat in any of our laundries. All contact surfaces located in the proximity of laundry and linen trolleys are regularly cleaned and disinfected in accordance with a carefully documented hygiene plan. This is now as much a part of the standard practice in our laundries as the fact that our employees regularly undergo training in hygiene. We conducted a total of 207 training sessions relating to health and safety at work in the 2012 reporting year. We want to set up a company-wide training plan and monitoring system

3.16
NUMBER OF TRAININGS WITH REGARD TO HEALTH AND SAFETY IN THE YEAR UNDER REVIEW

CWS – boco

by 2014. In the long term, we plan to provide all CWS-boco employees with regular training courses on hygiene. — Abb. 3.16

At CWS Netherlands, employee health and safety issues are very firmly anchored in the organization. In 2012, two prevention officers were appointed by the company, who can be contacted by employees and the management alike, should they have any concerns about safety at work. In addition, they are responsible for risk assessment and evaluation and provide support in overcoming challenges in the area of health and safety. Pursuant to the legislation in the Netherlands, working conditions and risks are regularly evaluated and translated into improvement plans. The results of the risk assessment and the plan of approach are evaluated by an in-house Health and Safety Committee. Working closely with the relevant members of the Executive Committee, it decides on the necessary measures to further improve employee health and safety.

Employee safety

The safety of our employees is paramount at CWS-boco.

All company-wide health and safety at work policies comply with the relevant national requirements. We inform our employees at all facilities extensively of the prevailing standards and the health and safety at work measures to be observed. A health and safety management system, which is certified to ISO 14001, ISO 9001 and ISO 14065 and/or RAL-GZ 992/1 – 4, within the framework of the integrated management system, applies in all of the German subsidiary's operations. Compliance with the guidelines and requirements is verified by means of regular audits. To this end, the Irish subsidiary has specifically developed a "Health and Safety at Work Manual" informing its employees of all the relevant guidelines and processes for maintaining a safe work environment. The German subsidiary, in turn, has for many years been distinguished for its high standards in terms of safety at work and socially acceptable working conditions with the so-called social attestation of the Industrial Union of Metalworkers, IG Metall, and the association of industrial textile companies, intex e.V. Our individual national subsidiaries are responsible for health and safety at work. We do of course comply with the local statutory health and safety at work regulations. We also provide our employees with regular training and organize our workplaces in accordance with the latest statutory requirements, which are then checked by means of workplace inspections. Our industrial employees are provided with the appropriate workwear and safety clothing, while regular driver training courses improve the safety of our service drivers.

In 2012, the injury rate across the Group was 2.89 (injury rate = total number of injuries × 200,000/total number of hours worked), while the rate of lost working days due to accidents for the entire Group was 49 (rate of lost working days = total number of working days lost × 200,000/total number of hours worked). None of the industrial accidents were fatal. The aim is to replace the previous manual international calculation of the indicators shortly by a standardized accident reporting system at Group level, to allow us to target our accident prevention measures. We will continue to carry out comprehensive in-house campaigns relating to health and safety at work. The aims of our long-term strategy are to systematically analyze potential risks, eliminate them in the long term, and thus avoid the possible causes of industrial accidents altogether. — Abb. 3.17

3.17
INJURY RATE AND RATE OF LOST WORKING DAYS DUE TO ACCIDENTS

2.89	49
INJURY RATE	RATE OF LOST WORKING DAYS

In the past year, the Swiss CWS-boco subsidiary has impressively demonstrated how systematic accident prevention can significantly improve employee safety. The subsidiary's specially created system of safety and emergency measures have reduced the accident rate by about 25 percent (comparing the figures for 2010 – 2012 with those for 2007 – 2009). The key points of the programme are appointing and training safety officers, regularly organizing training courses for employees, systematically analyzing all accidents and near-accidents, and establishing an ideas box. A full-time national safety officer is responsible for the programme. Local, part-time safety assistants at the facilities, electrical safety officers and first-aiders and evacuation assistants support him in his work.

Social commitment

As a global company, we also see ourselves as a good corporate citizen which takes its social responsibility very seriously. We do this, firstly, by working to improve the working and production conditions throughout our supply chain. Secondly, we support a variety of eligible initiatives around the world. We focus on projects which are either geographically close to our company or close to our core business.

Hygiene and health

Initiatives which guarantee higher standards of hygiene and a corresponding reduction in the risk of infection, through education and/or by providing the appropriate equipment, are a classic example of our social commitment. We support projects of this nature with very different approaches, both in Europe and in developing countries.

For several years now, CWS-boco has been working closely with the Dutch organization Simavi – – – s. photograph to improve the hygiene situation in the southern part of Bangladesh. While the project focused on installing toilets in the early years, the 2011/2012 phase of the project concentrated on hygiene education. Mothers, for example, were educated about the importance of hygiene in the home such as washing hands before and after preparing food, while the proper method of washing hands was explained to children and young people in project groups at their schools.

We have supported the expansion of the drinking water network in Birbirsa in Ethiopia. To mark International World Water Day, CWS-boco launched an online game which encouraged our Facebook fans to collect raindrops virtually for a good cause. A total of more than 190,000 drops were collected from March to August 2012, as a result of which we donated 5,000 euros to our project partner, the WasserStiftung [Water-Foundation] initiative. The money is to be used to supply approximately 1,200 people between Mutulu/Birbirsa and Guder with drinking water. To this end, an already developed source, tanks and pipes are being renovated and new pipes installed, and pressure regulators and water intakes constructed. Back in 2010, CWS-boco financed the installation of three toilets at a school, together with the WaterFoundation.

Our project partner knows precisely what is required locally, allowing us to target our action.

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Information and knowledge

In Europe, on the other hand, the installation of sanitary facilities is less of a subject than their correct use. As sponsor of the German Toilet Organization e.V. (GTO), we have been committed to educating society on hygienic deficiencies since 2006. To mark World Toilet Day on 19 November 2012, we launched the competition "Toiletten machen Schule" ("School toilets set an example") along with the GTO and other sponsors. Schools throughout Germany were invited to submit concepts for long-term solutions to individual sanitation and hygiene problems. To guarantee the sustainable success of the concepts, extensive support for the project at the respective school was an important evaluation criterion for the jury. 75 schools participated; the best four concepts were each awarded the first prize of having their toilets and washrooms for both boys and girls renovated or newly fitted out.

However, it is not just a case of operating toilets and washrooms – the facilities also have to be used appropriately. CWS-boco has therefore developed a special hygiene education programme for primary school children in the Netherlands, Belgium and Luxembourg. CWS-boco employees explain to the children in their primary schools why the highest levels of hygiene are necessary after having been to the toilet, demonstrating to the children how to properly wash and dry their hands. On the websites operated by us, www.haendehygiene.de and www.haendewaschen.ch, CWS-boco provides comprehensible, detailed and entertaining information on the subject of hygiene – particularly with respect to proper hand hygiene.

However, standards of hygiene do not just affect health, but also the public perception of a country. This relationship forms the subject of our four-year "Toaleta" project in Poland. During the European Football Championships which took place in the summer of 2012, a hygiene patrol inspected the cleanliness of the toilets in public places such as hotels, restaurants and pubs, railway stations, airports, and cultural institutions. A competition was organized to find the best toilets in the four Polish host cities; residents of these cities petitioned their mayors to improve the standards of hygiene in public toilets.

The "Toaleta" campaign won several accolades and was clearly very successful: during a survey of tourists and football fans in Poland in June 2012, about 60 percent rated the condition of public toilets as good or very good. For 34 percent of the respondents, the high standard of hygiene had a positive effect on their perception of the country.

Education and charities

Our local subsidiary in Poland has also been supporting the campaign "A Heart for Christmas" for many years. The aim of this project, which is the brainchild of Caritas International in Łódź, is to ensure that even children in the poorest families and in orphanages can look forward to a Christmas present. In June last year, CWS-boco made possible a picnic for Children's Day in Lask, near Łódź. During the event, donations were collected for a new wheelchair for a girl with a disability. Caritas International has awarded CWS-boco the accolade "Charity Angel", which is awarded for particularly socially committed organizations.

In addition, CWS-boco Poland has, for many years, been working with the John Paul II Foundation which is committed to helping children with mental and physical disabilities. In the past year, CWS-boco has supported the St. Nicholas Day event organized by the foundation. More than 5,000 children with their parents or guardians attended the event which was held at the Atlas Arena in Łódź.

A very different example of our commitment is our support of the "Vocational World and European Championships", organized by the WorldSkills Initiative, which we have been sponsoring since 1999. These ambitious championships for craftsmen see trainees of up to 21 years of age performing typical vocational tasks within a given period of time. The competitors have to wear appropriate protective clothing. In the past year, CWS-boco has provided the German teams from the fields of plumbing, heating and air conditioning and highway engineering, as well as bricklayers, painters, plasterers and tilers with professional boco workwear and supported them during their preparations right up to the actual competitions.

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CHAPTER

4

CWS — bocco

CWS — bocco

"Sustainability is a big word, but I see it in action here in our laundry with my own eyes every day. Our cotton towel rolls can be washed and reused many times. Our laundries use modern technology which saves energy and water. That is truly sustainable."

Giuseppa Lombardo

EMPLOYEE OF THE CWS LAUNDRY IN DREIEICH
HAS BEEN WITH THE COMPANY SINCE 1979

CHAPTER

Memberships and cooperations

74 ---------- Memberships
77 ---------- GRI

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CWS_boco

CWS-boco is an internationally recognized service partner in the service and hygiene sector. In this role, we work with various organizations to improve social and environmental sustainability, as well as hygiene education in society.

We are a member of various organizations including the European Textile Service Association and have supported the German Toilet Organization for many years. Our subsidiary, CWS-boco Supply Chain Management GmbH, is a participant of the Business Social Compliance Initiative and a member of the Sustainable Apparel Coalition.

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Memberships and cooperations

UN Global Compact

The organization works with its approximately 7,000 participating companies to promote social and environmental sustainability on the basis of ten formulated principles. Global Compact offers its participants a platform to engage in dialogue with one another and to learn from each other. Examples, amongst others, for implementing the Compact's principles are presented and promoted. The signatories are encouraged to regularly report on their activities and progress.

European Textile Service Association

CWS-boco has now been an active member of the European Textile Service Association (E.T.S.A.) for many years, focusing on numerous issues including sustainability. The goals of this interest group within the European textile services industry are the professional promotion of, and focus on, the subjects of public hygiene, health and environmental protection. It is a recognized industrial partner of the European Commission as well as the European Parliament; it advises legislative bodies and analyzes technological innovations which make it possible to reduce water and energy consumption.

CWS-boco is involved in the Environmental Committee of the E.T.S.A. and satisfies all environmental guidelines set forth by it: we use only environmentally friendly washing additives and packaging materials, we emphasize the use of ecologically sensible means of transportation and recycling, and we try to reduce water and energy consumption as much as possible in each and every service process.

Industrieverband Textil Service (the association of industrial textile companies) – intex e. V.

As a member of the Federal Association of Industrial Textile Service Companies, CWS-boco works with other large and small businesses at national level to improve sustainability in the industry. We take a leading role in many working parties on issues such as the environment, corporate responsibility, workwear or protective clothing. In addition, we take part in the association's Sustainability roundtable.

German Toilet Organization

Within the framework of our long-term support of the German Toilet Organization (GTO), we have been committed to raising society's awareness of the issue of clean toilets since 2006. The organization was founded as a non-profit organization in 2005 and is committed to improving general health by promoting clean and sustainable toilet and wastewater systems.

Ökoprofit

Ökoprofit is a cooperation project in which municipalities and local commercial concerns undertake to relieve the environment, to conserve resources and to save water and energy. The members regularly exchange ideas and concepts on these subjects. Ökoprofit has developed into an ideal consulting and qualifying programme for CWS-boco, constantly providing us with new impetus to achieve greater sustainability. Our laundry facilities in Hamburg, Bielefeld and Solingen have been able to significantly lower their energy and water consumption thanks to Ökoprofit's initiatives.

Sustainable Apparel Coalition

The Sustainable Apparel Coalition (SAC), which is headquartered in San Francisco, is an industry-wide group of more than 80 textile and footwear manufacturers, retailers, suppliers and non-governmental organizations working to reduce the environmental and social impacts of textile and footwear products around the world. CWS-boco has been a member of the industry organization since June 2013.

B.A.U.M.

Approximately 550 member companies make the Bundesdeutscher Arbeitskreis für Umweltbewusstes Management [German Association of Environmental Management] (B.A.U.M. e.V.) Europe's largest environmental business initiative. CWS-boco has been active in B.A.U.M. since 1991.

BSCI

Our support of the Business Social Compliance Initiative (BSCI) and the Sustainable Apparel Coalition (SAC) confirms that social and environmental sustainability are key issues for us throughout the supply chain. CWS-boco's own supplier, CWS-boco Supply Chain Management GmbH, joined the BSCI in November 2012. By joining the BSCI, our subsidiary has undertaken to agree to use and implement the BSCI Code of Conduct, which is based on the core working standards of the International Labour Organization (ILO), with legally binding effect, with its suppliers. The code of conduct has been sent to all suppliers for signing.

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4.1
GRI STATEMENT

Global Reporting Initiative™

Statement
GRI Application Level Check

GRI hereby states that **CWS-boco Group** has presented its report "I handle with care" (2013) to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level C.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 14 August 2013

GRI REPORT
GRI CHECKED

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

The Global Reporting Initiative (GRI) is a network based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: *Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 2 August 2013. GRI explicitly excludes the statement being applied to any later changes to such material.*

More information on CWS-boco:

www.cws-boco.com

Forward-looking statements

This Sustainability Report contains forward-looking statements. These statements are made on the basis of assumptions and expectations which, in turn, are based on the information available at the time of the publication of the report. They are therefore associated with risks and are not to be deemed to constitute guarantees of projected developments and results.

Many of these risks and uncertainties are determined by factors which are beyond the control of CWS-boco International and which cannot be reliably assessed at the present time. These risk factors include future market conditions and general economic data, the achievement of anticipated synergies as well as legal and political decisions. CWS-boco International does not assume any obligation to update the forward-looking statements contained in this report.

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GRI-G3.1 CONTENT INDEX

Global Reporting Initiative

CWS-boco's sustainability report complies with the guidelines and requirements of the Global Reporting Initiative (GRI). The company decided to prepare this report in accordance with the GRI G3.1 guidelines, as the new standard, GRI G4, was only published in May 2013, by which time the data collection and discussions of the various topics were already very advanced.

The index also includes references to the principles of the Global Compact. As of 2014, the GRI index will also serve as the basis of the progress report within the framework of the Global Compact.

● COMPLETE ◑ PARTIALLY COMPLETE

GLOBAL COMPACT	GRI INDICATOR	ASPECTS	STATUS	REFERENCE
Strategy and Analysis				
	1.1	Statement from the most senior decision maker of the organization.	●	Greeting, discussion with the CEO – – – p. 3
	1.2	Description of key impacts, risks, and opportunities.	●	Chapter 3.1: Risk Management – – – p. 43ff.; Interview with the management board – – – p. 32f.; Chapter 3.2 – – – p. 49ff.
Organizational Profile				
	2.1	Name of the organization.	●	Chapter 1: Our company – – – p. 25
	2.2	Primary brands, products, and/or services.	●	Chapter 1.1: Company profile – – – p. 25
	2.3	Operational structure of the organization.	●	Chapter 1.2: Corporate governance – – – p. 26
	2.4	Location of organization's headquarters.	●	Chapter 1.1: Company profile – – – p. 25
	2.5	Number of countries where the organization operates.	●	Chapter 1.1: Company profile – – – p. 25
	2.6	Nature of ownership and legal form.	●	Chapter 1.1: Company profile – – – p. 25
	2.7	Markets served.	●	Chapter 1.1: Company profile – – – p. 25
	2.8	Scale of the reporting organization.	●	Company profile – – – p. 25 Key figures – – – p. U2; Haniel Annual Report: http://www.haniel.de/fileadmin/content/haniel/Creditor_Relations/Finanzberichte/Geschäftsbericht/2013/Geschäftsbericht_2012.pdf
	2.9	Significant changes during the reporting period regarding size, structure, or ownership.	●	Chapter 1.1: Company profile – – – p. 25
	2.10	Awards received in the reporting period.	●	Chapter 3.2 Certifications – – – p. 63
Report Parameters				
	3.1	Reporting period	●	About this report, Scope – – – p. 5
	3.2	Date of most recent previous report.	●	About this report, Scope – – – p. 5
	3.3	Reporting cycle.	●	About this report, Scope – – – p. 5
	3.4	Contact point for questions regarding the report or its contents.	●	Imprint
	3.5	Process for defining report content.	●	Chapter 2.4: Stakeholder dialogue and materiality matrix – – – p. 37ff.
	3.6	Boundary of the report.	●	About this report, Scope – – – p. 5
	3.7	Limitations on the scope or boundary of the report.	●	About this report, Scope – – – p. 5
	3.8	Company units included.	●	About this report, Scope – – – p. 5
	3.10	Explanation of any restatements of information provided in earlier reports.	●	About this report – – – p. 5
	3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	●	About this report – – – p. 5
	3.12	GRI Content Index	●	Leaflet attached to the report
Governance, Commitments, and Engagement				
	4.1	Governance structure of the organization.	●	Chapter 1.2: Corporate Governance – – – p. 26; Chapter 3.3: Commitment to our employees – – – p. 64
	4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	●	Chapter 1.2: Corporate Governance – – – p. 26
	4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	●	This indicator refers to organizations which do not have a supervisory board. This is not relevant to CWS-boco as a wholly-owned subsidiary of the Haniel Group, as Haniel has a supervisory board.
	4.4	Mechanisms for shareholders and employees to provide recommendations to the management board/supervisory board.	●	Chapter 2.4: Stakeholder dialogue – – – p. 37; Chapter 3.3: Commitment to our employees – – – p. 64, p. 67
	4.14	List of stakeholder groups engaged by the organization.	●	Chapter 2.4: Stakeholder dialogue and materiality matrix – – – p. 37f.
	4.15	Basis for identification and selection of stakeholders.	●	Chapter 2.4: Stakeholder dialogue and materiality matrix – – – p. 37f.

CONTINUED ON THE NEXT PAGE – – –>

GLOBAL COMPACT	GRI INDICATOR	ASPECTS	STATUS	REFERENCE
Economic Performance Indicators				
	EC1	Direct economic value generated and distributed.	◑	Key figures – – – p. U2; Haniel Annual Report: http://www.haniel.de/de/creditor-relations/finanzberichte/konzernabschluesse/Geschäftsbericht_2012.pdf
6	EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	●	Chapter 3.3 Commitment to our employees – – – p. 64
	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit.	●	Chapter 3.4 Social Commitment – – – p. 70f.
Environmental Performance Indicators				
8, 9	EN2	Percentage of materials used that are recycled input materials.	◑	Chapter 3.2: Environmental responsibility under raw materials and recycling – – – p. 55; Thesis #2 – – – p. 8f.
8	EN3	Direct energy consumption by primary energy source.	◑	Chapter 3.2: Energy and CO_2 emissions – – – p. 59
8	EN4	Indirect energy consumption by primary source.	◑	Chapter 3.2: Energy and CO_2 emissions – – – p. 59
8, 9	EN5	Energy saved due to conservation and efficiency improvements.	◑	Chapter 3.2: Energy and CO_2 emissions (examples)
8, 9	EN6	Initiatives to provide energy-efficient or renewable energy-based products and services.	●	Chapter 3.2: Energy and CO_2 emissions (examples)
8	EN8	Total water withdrawal by source.	◑	Chapter 3.2: Water – – – p. 49; Example: Solingen
8, 9	EN10	Percentage and total volume of water recycled and reused.	◑	Chapter 3.2: Water – – – p. 49 Example: Solingen and other examples
8	EN16	Total direct and indirect greenhouse gas emissions.	●	Chapter 3.2: Energy and CO_2 emissions – – – p. 59
7, 8, 9	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	●	Chapter 3.2: Energy and CO_2 emissions – – – p. 59; Examples
8	EN21	Total water discharge by quality and destination.	●	Chapter 3.2: Water – – – p. 49 Biodiversity – – – p. 63; Example: Solingen
8	EN22	Total weight of waste by type and disposal method.	◑	Chapter 3.2: Raw materials and recycling – – – p. 55
7, 8, 9	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	●	Chapter 3.2: Energy and CO_2 emissions, water, raw materials, chemicals (see examples)
8	EN29	Environmental impacts of transportation.	●	Chapter 3.2: Energy and CO_2 emissions – – – p. 59
Social Performance Indicators: Labour Practices and Decent Work				
	LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	●	Chapter 3.3: Commitment to our employees – – – p. 64ff.
6	LA2	Total number and rate of new employee hires and employee turnover.	◑	Chapter 3.3: Employee loyalty and promotion of junior staff – – – p. 66
1	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities.	◑	Chapter 3.3: Employee safety – – – p. 69
1	LA9	Health and safety topics covered in formal agreements with trade unions.	●	Chapter 3.3: Employee safety – – – p. 69
	LA10	Average hours of training per year per employee by gender, and by employee category.	◑	Chapter 3.3: Further training – – – p. 65f.
	LA11	Programmes for skills management and lifelong learning.	◑	Chapter 3.3: Commitment to our employees – – – p. 65f.
	LA13	Composition of governance bodies and and breakdown of employees by diversity criteria.	●	Chapter 3.3: Commitment to our employees – – – p. 64f.
Social Performance Indicators: Human Rights				
1	HR2	Percentage of suppliers and contractors that have undergone human rights screening, and actions taken.	●	Chapter 3.1: Sustainability in the supply chain – – – p. 47f.
3	HR5	Risk to freedom of association or right to collective bargaining, and actions taken.	●	Chapter 3.1: Sustainability in the supply chain – – – p. 47f.
5	HR6	Risk of child labour, and measures taken.	●	Chapter 3.1: Sustainability in the supply chain – – – p. 47f.
4	HR7	Risk of forced or compulsory labour, and measures taken.	●	Chapter 3.1: Sustainability in the supply chain – – – p. 47f.
1	HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	●	Chapter 3.1: Sustainability in the supply chain – – – p. 47 f.
Social Performance Indicators: Society				
10	SO2	Analysis of risks related to corruption in business units.	◑	Chapter 1.2: Compliance – – – p. 27
10	SO3	Training with respect to anti-corruption policies and procedures.	◑	Chapter 1.2: Compliance – – – p. 27
Product Responsibility				
	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement.	●	Chapter 3.1: Sustainable innovations – – – p. 44
	PR5	Measurement of customer satisfaction and results.	●	Chapter: Long-term customer loyalty – – – p. 45f., Thesis #5 – – – p. 11

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