

Sustainability  
Interim Report 2018



Key figures in the CWS-boco Group	2017	2016
<b>Economic key figures*</b>		
Turnover (€ million)	807	800
Operating result before one-off effects (€ million)	93	79
Operating result (€ million)	53.8	77
Sites	in 16 countries	in 19 countries
<b>Ecological key figures**</b>		
Energy consumption (GJ)	936,264	1,002,018
Water consumption (m <sup>3</sup> )	1,298,479	1,340,848
Detergent consumption (t)	3,033	3,170
CO <sub>2</sub> emissions (Scope 1-3; t)	52,593	56,789
<b>Social key figures**</b>		
Employees (reporting countries)	6,793	6,931
Further training (in days)	6,442	6,114
Injury Rate	3.22	4.23

\* Our key annual financial figures and our capitalisation are published at CWS-boco International GmbH level within the scope of the Haniel annual report. All figures shown are exclusive of Initial.

\*\* Unless stated otherwise, all the information in this report relates to the 2017 calendar year and the eight companies in the CWS-boco Group with the highest revenue: CWS-boco Deutschland GmbH; CWS-boco Suisse SA; CWS Nederland B.V.; CWS-boco Sweden AB; CWS-boco Österreich GmbH; CWS-boco Ireland Ltd.; CWS-boco Polska Sp. z o.o.; CWS-boco BeLux N.V.



## United for market and innovation leadership.

The joint venture between CWS-boco and Initial is founded on a shared desire for greater agility and customer-centricity in responding to the market, coupled with a drive for leadership through innovation. Needless to say, the success of our future together will also be underpinned by a shared sustainability strategy.

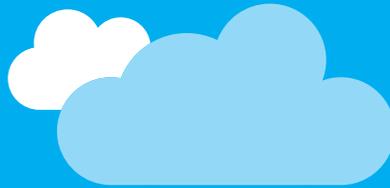


# Highlights 2017\*

## CO<sub>2</sub> emissions

**52,593 t**

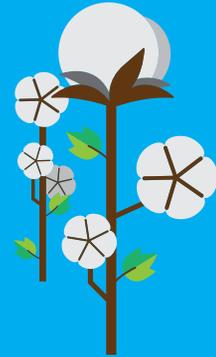
(2016: 56,789 t)\*\*



## Fairtrade cotton

**19.6%**

of cotton purchased  
is Fairtrade certified  
(2016: 9.5%)



## Washing volumes



**37,168 t**

Workwear

**51,349 t**

Cotton towel rolls

**46,971 t**

Mats

## Service drivers

**1,523**

service drivers  
on the roads  
(2016: 1.601)



## Reduction in oil consumption

**-60%**

due to switch to  
natural gas and use  
of pellets



## Audits at suppliers

**30**

(2016: 16)



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\*\* Corrected Figure from Sustainability Report 2017

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# Dear readers,

As providers of services in the washroom hygiene, dust control mat, workwear and protective clothing markets, we are actively shouldering our responsibilities both for the resources that go into our services to our customers and for the wellbeing of the employees who provide those services. That is because sustainability lies at the very heart of our business model and our strategic direction. We have therefore prepared this report in order to give you some insight into our corporate responsibility achievements over the past business year.

The joint venture between CWS-boco and Initial that we embarked upon in 2017 forms the foundation for our growth strategy. Our shared aim is to become the internationally recognised market leader in innovative and digitally-driven rental solutions for customers in the hygiene, workwear, protective clothing and fire protection segments. The market is looking favourable in this regard, with workplace hygiene standards becoming increasingly stringent, more and more companies looking to external providers for professional workwear and protective clothing solutions, and demand for rental solutions growing fast. These opportunities are ours for the taking. By leveraging our experience as professional service providers, we intend to create a better future for our customers, employees and for society – a future in which we promote people’s health and put their workplace safety first; a future in which we manage our resources responsibly.

We provide our customers with clean, safe and efficient solutions that are perfectly tailored to their individual challenges. By “solutions” we mean more than just products; we provide integrated concepts and comprehensive services. And in doing so, we use the necessary resources – such as water and energy – as sustainably as we possibly can. At the same time, we strive to perform to the highest safety standards at our plants and provide ongoing training for our staff. Company-wide standards of health and safety, compliance and corporate responsibility are the foundation stones of our business activities and the criteria by which we wish to be judged by our external and internal stakeholders.

To deliver on these commitments, we have established a central Quality, Environment, Safety and Health (QESH) organisation that will enable us to exceed the expectations of our internal and external stakeholders, both now and in the future. A core focus of our QESH work is on further improving the occupational health and safety of our staff. To this end, in 2017 we partnered with TÜV Rheinland's occupational health service and the Freiburg Research Centre for Occupational Sciences (FFAW) to systematically analyse and reduce job strain at three pilot locations within our company. The project has been a success, and over the next few years we will be using the insights gained in order to systematically optimise occupational health and safety Group-wide.

Product development is another focus area of our sustainability activities. In 2017, CWS-boco bought in over 529 tonnes of Fairtrade cotton for our workwear, making it Germany's biggest provider of workwear made with Fairtrade cotton and one of the biggest Europe-wide. The share of Fairtrade cotton in our total cotton use increased from 9.5 percent to 19.6 percent. Similarly, we almost doubled the number of supplier audits we undertake. At the same time, we have made our processes more water and energy-efficient and have significantly reduced our consumption of fossil fuels.

Crucially, our sustainable practices are recognised by external experts, with EcoVadis awarding us a gold rating for our ecological and social sustainability three years in a row – a truly amazing achievement on the part of all of our employees. CWS-boco Deutschland GmbH ranks among the top three percent of all EcoVadis-tested companies worldwide, across all industries.

This Interim Report is the first such report to be published since the joint venture between CWS-boco and Initial. The sustainability activities of these two partner organisations are currently being integrated and combined, and will be outlined in the next full Sustainability Report. Needless to say, we have all been working very hard over recent months to forge a new, integrated company. As part of this, we have established a new, cross-border divisional structure that puts the customer at the very centre of everything we do. We are now more agile and responsive, meaning we can respond much more rapidly to changing market conditions than has previously been the case. In fact, we are also now in a position to set the market agenda. I am delighted that you have chosen to come along with us on our journey. Happy reading!

Best regards,  
Thomas Schmidt



**Thomas Schmidt,**  
CEO of the  
CWS-boco Group

NEW COMPANY PROFILE – NEW CR CHALLENGES

# United for sustainable growth.

We've achieved a lot over the past few years, and the CWS-boco Group is now one of the world's leading providers of textile services and washroom hygiene solutions. Our portfolio includes the well-known CWS cotton towel, soap and fragrance dispenser and dust control mat ranges, and the boco workwear and protective clothing lines – all provided on a flexible rental basis.

We also have big plans for the next few years. These revolve around gaining market leadership in Europe, to which end the CWS-boco Group and Initial in June 2017 entered into a joint venture in Central Europe. Initial, like us, is a leading provider of workwear services and washroom hygiene and cleanroom solutions.

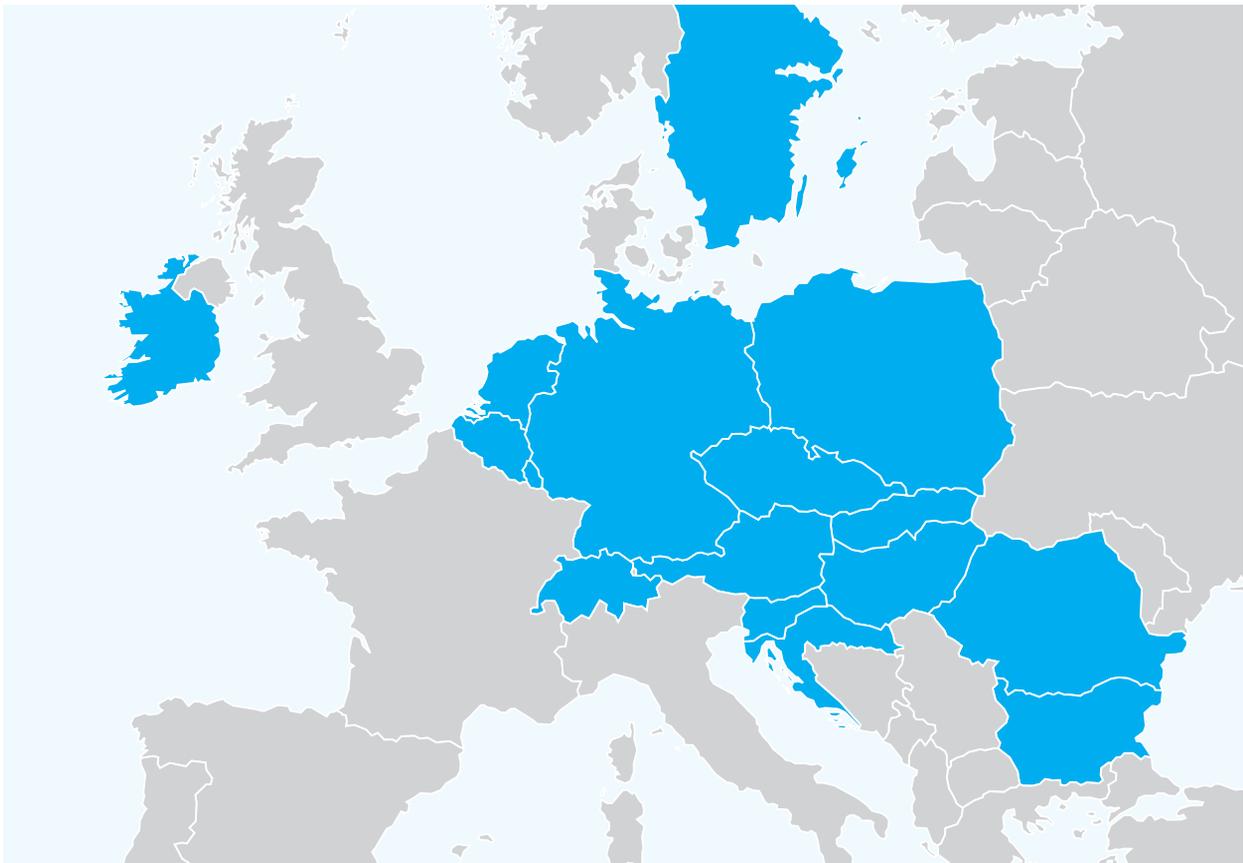
The new joint venture company has 16 national subsidiaries and a workforce of some 10,800. It is 82 percent owned by Franz Haniel & Cie. GmbH, and 18 percent owned by Rentokil Initial plc.

## Market leadership through sustainability.

The joint venture strengthens our commitment to sustainable value creation as our primary strategic objective, because sustainability is and always will be a core part of our business model – not to mention a key partnership criterion for many of our customers. Over the years, CWS-boco has successfully positioned itself in the market as an innovative, future-focused company with multiple key differentiators. Looking ahead, we will continue along this path and continue to implement, monitor, analyse and optimise a wide range of sustainability activities and data.

## 16 countries, 1 goal.

The joint venture with Initial relates to the following countries: Austria, Belgium, Bulgaria, Croatia, the Czech Republic, Germany, Hungary, Ireland, Luxembourg, the Netherlands, Poland, Romania, Slovakia, Slovenia, Sweden and Switzerland.



## Our five management principles.

### ACCOUNTABILITY

We take responsibility. We are accountable for the targets we set and we meet our obligations. We own our successes and our failures.

### CUSTOMER DRIVEN

For us, “The customer is king” is not a saying; it’s a core philosophy – and one that applies not just to sales and marketing, but to everyone in all parts of our organisation.

### EDGE

We are determined to compete efficiently and win. We have drive and energy. We are prepared to make tough decisions and accept the consequences.

### INITIATIVE

In our organisation, we think ahead. We actively foster innovation. We embrace change and are open to new ways of thinking.

### TEAMWORK

We are open and frank in our communications with one another. We proactively give feedback and we receive it in the same spirit. Our cooperation transcends departmental and national boundaries.

## Towards joint data management.

As with CWS-boco’s previous CR reports, the facts and figures in this report come from the highest-turnover national subsidiaries in the CWS-boco Group\*. The only difference is that the Italian subsidiary is not included in the current reporting cycle because it has been acquired by Rentokil Initial. Under the joint venture agreement, Rentokil Initial had the option of acquiring the washroom business of CWS-boco Ireland and CWS-boco’s Italian subsidiary. It opted for the latter, effective on 30 June 2017. We are currently enlarging the scope of our Group-wide CR data management. Needless to say, our expanded CR reporting will include Initial sites.

## New structures for new challenges.

To ensure we get our priorities right, we have restructured our company along divisional lines. Each of the resulting divisions spans multiple countries and regions, resulting in a matrix structure. We have been operating under and working on the new organisational structure since 1 January 2018. We have also been working on our joint portfolio with Initial since that date (*cf. “Products & Origins”*).

Things are very exciting at CWS-boco at the moment as we all grapple with the myriad new challenges and tasks posed by the joint venture. We’re encountering change and innovation in every area of our work, be it in relation to digitalisation, operations-level projects or new communication and management initiatives. Amid these oftentimes highly complex changes, we draw strength and guidance from our joint venture’s clearly defined strategic principles.

\* CWS-boco Deutschland GmbH; CWS-boco Suisse SA; CWS Nederland B.V.; CWS-boco Sweden AB; CWS-boco Österreich GmbH; CWS-boco Ireland Ltd.; CWS-boco Polska Sp. z o.o.; CWS-boco BeLux N.V.

## CORPORATE GOVERNANCE

# Managing for sustainable value creation.

Our policies and guidelines around sustainable management are clearly communicated within the expanded CWS-boco Group. The underlying principles are clearly stated both verbally and visually, and key terms and concepts are explained and appropriately translated so that they are readily understood by all management and staff. All of these things are vital to achieving a shared understanding of the values of openness while making due allowance for the differing cultural and national standards and laws of the various economic and social frameworks within which our Group operates.

## Decision-making among equals.

Apart from robust guidelines, laws, codes of conduct and checks on compliance with the same, growing internationalisation calls for highly efficient decision-making processes. Flat leadership hierarchies are an integral part of this.

### OUR MANAGEMENT TEAM

CEO	CDO Textile Care	CDO Hygiene	CFO	Regional MD D/A/CH	Corporate Director Bus. Dev. & Trans- formation	Corporate HR Director	Director Corporate IMO	Corporate Director Inform. Systems (CIO)	Head of Corporate Communi- cations	Head of Conti- nuous Improve- ment
<b>Thomas Schmidt</b>	<b>Detlef Kröpelin</b>	<b>Carsten Better- mann</b>	<b>Heiko Karschti</b>	<b>Holger May</b>	<b>Daniel Willmes</b>	<b>Birgit Aspin</b>	<b>Dr. Ulrich Schild</b>	<b>Adriaan Verkerk</b>	<b>Dr. Maren Otte</b>	<b>Al Ghelani</b>

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#### Board of Directors



**Clear leadership informed by experience**

CWS-boco and Initial have been united under the umbrella of the CWS-boco Group, headed by CEO Thomas Schmidt. Mr. Schmidt is a member of the management board of the Group's shareholder, Haniel, and also heads the new joint venture.

## Sustainable corporate governance.

As well as embodying our business ethics, our corporate governance structures reflect matters of sustainability and the interests of our international stakeholders.

In other words, at CWS-boco, corporate governance is and will continue to be very much about integrating sustainability considerations into our corporate strategy, regularly auditing decisions for alignment with sustainability objectives, and implementing control mechanisms to ensure the due implementation of our sustainability policies. The first order of business at present is to compare and reconcile the sustainability strategies of our two joint venture partners and to identify material sustainability topics. From these we will derive key performance indicators, which we will track and evaluate on a regular basis. At the same time, we will establish a completely new corporate governance structure which reflects our changed circumstances and requirements.

## Compliance.

With our compliance management systems, just as with the design of our corporate governance structures, our approach is always to exceed the statutory minimum requirements. For instance, we have an internal Code of Conduct and a Code of Conduct for suppliers which together set out our "ground rules" for internal teamwork and for multiple aspects of our relationships with external business partners, ranging from day-to-day interactions all the way up to sustainability across the entire supply chain. Among much else, the compliance culture of our corporate group is predicated on personal responsibility at all levels.

CHALLENGES IN THE CHANGE AND INTEGRATION PROCESS

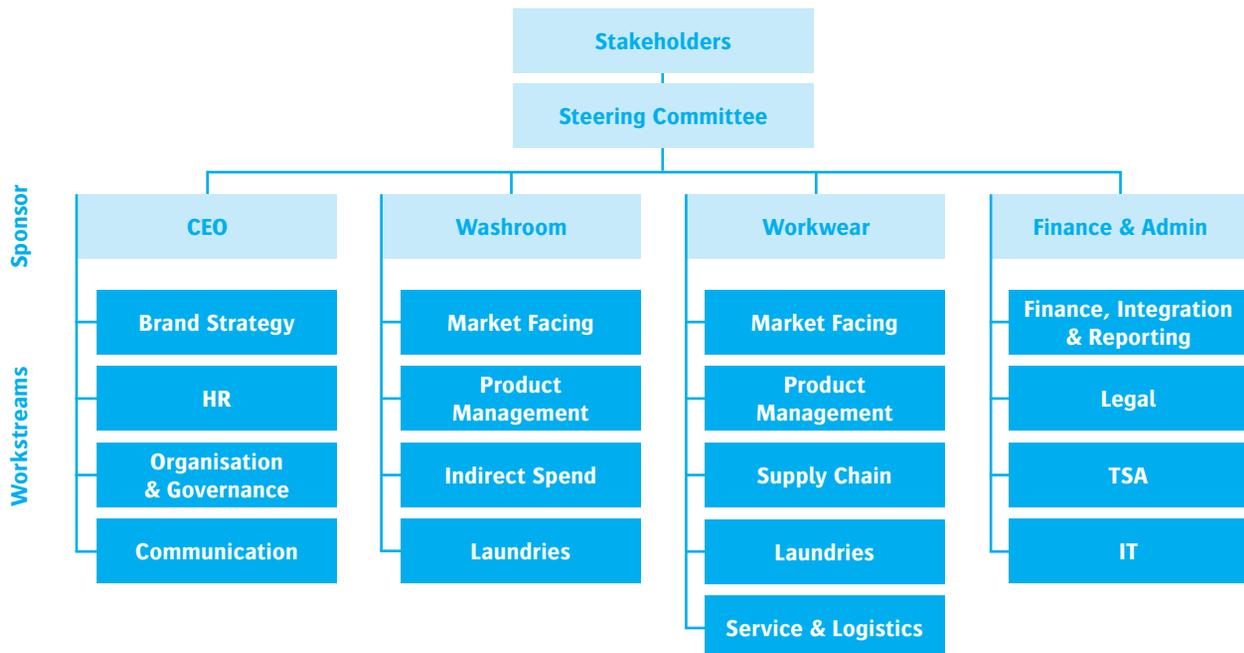
# Thinking bigger, building on common ground.

The joint venture between CWS-boco and Initial means we are now in a position to “think bigger” than was previously possible. Our aim is to be the No. 1 player in our market segment in Europe. We believe we will be able to achieve major synergies by combining the experience, know-how and innovative spirit of two successful companies.

Not that it will be a walk in the park. The joint venture will doubtless give rise to the kinds of challenges that typically arise when two distinct corporate cultures are combined. Needless to say, we have matters well in hand, and have responded to the changed situation with internal restructuring programmes and various key measures designed to optimise and futureproof the joint venture’s processes and structures.

Together #1

## WORKSTREAMS AT CWS-boco



For example, we have established an Integration Management Office (IMO), which is tasked with driving the integration process, overseeing the various newly formed workstreams and providing support to the individuals involved. As from the end of 2017, the IMO has been headed by Dr. Ulrich Schild, Director of Corporate IMO at CWS-boco International, with support from a team of managers drawn from both CWS-boco and Initial. In addition, we have formed various workstreams, which are made up of staff from CWS-boco and Initial. The job of the workstreams is to jointly scope and assess the current situation in their respective areas of the business so that the integration of the two companies can be planned effectively.

One thing that's been abundantly clear to us ever since the due diligence process is that the success of the joint venture hinges not just on the commercial arrangements, but on the effective dovetailing of the two companies' sustainability endeavours as well.

This poses a number of challenges. First and foremost, we need to arrive at a shared understanding of what sustainability means. And to do that, we need to engage in constructive dialogue so that we can jointly identify material topic areas that will advance our business aims. We must arrive at an agreed understanding of our shared opportunities and risks, because from now on we can succeed only if we act as one.

## Leading the charge for continuous improvement.

On 1 December 2017, Al Ghelani was appointed Head of Corporate Continuous Improvement. As such, he is part of our international management team. His primary role is to continuously scrutinise our business processes and use the insights gained to drive the current change process forward, focusing on three key levers: improving customer satisfaction, creating growth and supporting workforce engagement.

### **Integrated Thinking**

Our Head of Corporate Continuous Improvement, Al Ghelani, sees himself as an in-house adviser, responsible for supporting and enabling stakeholders from all backgrounds, whether commercial, technical or operational.



## Breaking with old patterns and seizing opportunities.

Our employees have high expectations of the new company. Commercially, they see it as an opportunity for growth that calls for standardisation of processes and products and optimisation of structures. Apart from that, they are hoping to see improvements in company-wide communication and transparency, a move away from old patterns and structures, and harmonised dissemination of information across all hierarchical levels. The general consensus of opinion is that everyone will benefit from regular sharing of experiences and best practices.

### FEEDBACK FROM OUR EMPLOYEE SURVEY

#### What areas require improvement in the new company structure?

“Standardisation of processes and products. We need clearly defined responsibilities and standards.”

“Greater transparency across the entire organisational structure.”

#### What aspects of the joint venture would you rate as positive?

“The focus is once again on divisional structures.”

“The fact that we’re making a break with old patterns. The opportunity to do things differently and improve them.”

“Sharing of experiences and best practices.”

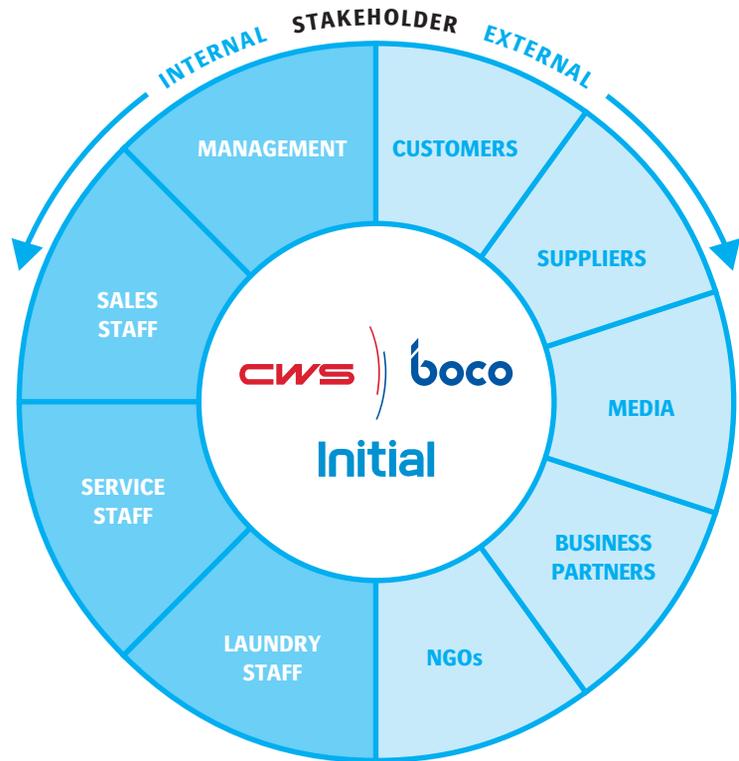
## Finding a common language.

Employees are at once the biggest challenge and the greatest opportunity facing our newly combined company. We must include our employees in the joint restructuring process at all levels. The most urgent task facing us, if we are to achieve our continuous improvement aims, is to recognise and develop talent. Because, if we want to stay ahead of our competitors and the digitalisation curve, then first and foremost we need the best people. Moreover, in order to broaden our employee skill base, we must – and will – continue to invest in professional development and training (*cf. “Customers & Employees”*).

STAKEHOLDER RELATIONS MANAGEMENT

# Satisfied employees, satisfied customers.

The activities of CWS-boco affect many people in many industries and countries. To ensure that we always serve the interests of these people in the best way possible, we continually seek open and mutually respectful dialogue with our stakeholders, both internal and external. Of our many stakeholders, our customers and employees are by far the most important.



An important focus area of our current integration processes relates to our employees because the commitment and dedication of our employees are the key to achieving our goal of having a strong international laundry and service network. Our employees are the focus of our efforts to achieve faster response times. We must at all times be close to our employees so that they can be close to our customers and their needs.

To successfully implement these ambitious plans, we need to foster an open corporate culture and mutually respectful relationships across all hierarchical levels.

## Closer to the customer for more sustainable relationships.

Our customers will always rank alongside our employees as our most important stakeholders. Here too, closeness is a critical success factor. And we mean that in more than merely the geographical sense; we mean it in the sense of greater customer-centricity – doing more to listen to our customers and give them what they need. This strategy is also what drove the creation of our divisional structure and our Customer Units. The Customer Units, the most fundamental units of the CWS-boco organisation, were formed from the merger of Sales with Customer Service, the aim being to gain a clearer understanding of what our customers want.

Another vitally important way of improving customer closeness is to collect customer feedback. We therefore intend to actively solicit direct feedback on customer satisfaction levels by means of twice-yearly customer surveys. Using no more than ten questions, we will determine our Net Promoter Score – how willing our customers are to recommend us to others. The insights gained will enable us to pinpoint gaps in our performance in a timely manner. This, too, is part of our Continuous Improvement programme because it is about enhancing transparency and putting in place processes that enable us to action feedback quickly and effectively. It will enable us to improve, one day at a time.

Meanwhile in our Textile Care division, we are totally focused on agility and responsiveness. We're testing flexible logistics and service models with a view to tailoring our offering even more closely to the needs of our customers.

All of these measures serve one purpose – customer closeness. Being close to our customers is the key to nurturing long-term customer relationships that we can rely on, and long-term customer relationships, in turn, are the foundations on which the success of our business is built (*cf. "Customers & Employees"*).

NEW PORTFOLIO, NEW RESPONSIBILITY

# Perfect offerings for perfect customer satisfaction.

Customer satisfaction is our absolute No. 1 priority. The determinants of customer satisfaction include quality and price, of course, but also the provider's ability to respond to individualised requirements flexibly, competently and quickly. We do all of this. What's more, when developing our product and service offerings, we always consider the sustainability aspects from multiple perspectives and disciplines along the value chain; that's R&D, certification, manufacturing and production, marketing and advertising, warehousing, sales and delivery, disposal, reuse and recycling. Moreover, we never think "just" in terms of products, because our aim is to offer holistic solutions that are designed and planned with the market and the end consumer in mind.

Right from the development phase, long before any new product is launched on the market, we check for undesirable health and safety impacts at all life-cycle stages. In the same vein, we are also continually looking for ways of improving our existing products and services.

We are confident that the realignment and adaptation of our product portfolio following the joint venture with Initial will serve only to enhance our strong and unyielding commitment to quality and to the safety and health of our customers. The joint venture gives us the best of both worlds and will enable us to further enhance our market presence and our profile as a provider of quality services.

### Close scrutiny

Our experts are currently assessing which products are to remain in our range.



## Extensive product ecosystem, perfect fit for every need.

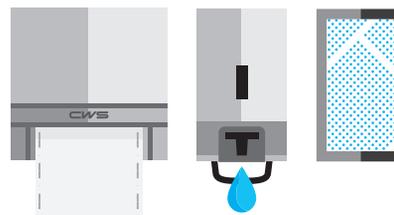
The combined offering of CWS-boco and Initial comprises several thousand products, ranging from toilet paper dispensers to mats to entire workwear collections. Which of these products will be continued and further developed under the new joint venture is a matter that remains to be finalised.

We have already successfully defined the principles governing the management of our processes, and we've formulated the key priorities for each of our divisions. In the Textile Care division, for example, the focus will be on protective clothing, health and healthcare, while in the Hygiene division the emphasis is on the "hygiene experience" – hygiene as tangible, visible product. In our drive for customer satisfaction we will put our product range under the microscope and, leveraging the combined experience of both companies, successfully configure it so that we are able to provide our customers with the very best solutions at all times.

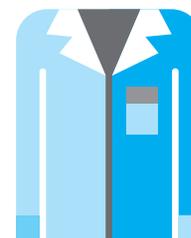
The "Products" working group, which brings together the product managers of both companies, is busy combining our two companies' product ranges in the most efficient way possible.

Thanks to our joint venture's enhanced innovation capabilities and the continuous improvement of the customer experience across all of our business areas, we are well positioned for sustainable value creation and for achieving our goal of consolidating our market leadership in textile services and washroom hygiene solutions (cf. "Products & Origin").

### OUR BUSINESS DIVISIONS



**Hygiene**



**Textile Care**

ADDED VALUE THROUGH REUSE – PROVEN PRINCIPLE, NEW VISION

# State-of-the-art sustainability.

Reuse lies at the very heart of our business model. At our laundries, we always carefully reprocess our rental textiles in such a way that they are ready for the next rental cycle – and for many, many more rental cycles after that. In other words, the success of our business depends in a very real, physical sense on sustainability. That is also why we are so very careful and sparing in our use of resources. In all of our business areas, we are totally committed to maximising our sustainability while minimising our environmental footprint.

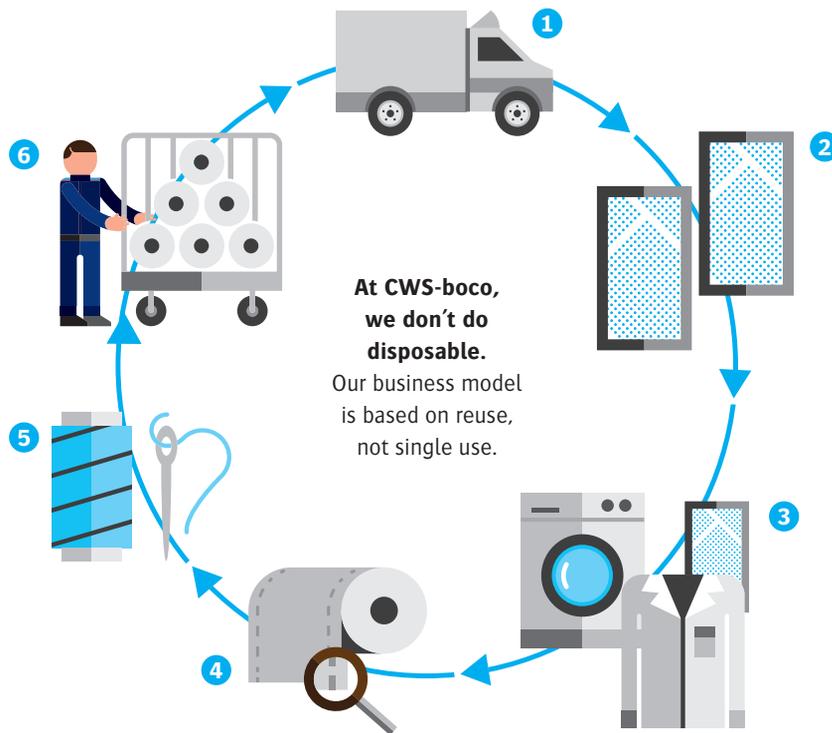
To ensure that we are always on track, we regularly review and adjust our sustainability activities to keep them in line with changing commercial and societal conditions. An integral, non-negotiable part of our vision as drivers of innovation and shapers of the future is our commitment to the wellbeing of society and the environment. Each and every one of our employees plays a part in this commitment.

## One company, one market leader.

Our investment in advanced technology and the training and ongoing professional development of our staff are about staying ahead of the future. The same is true of our joint venture with Initial. Together, we want to be the internationally recognised leader in innovative, digitalised textile rental solutions. By being trusted, reliable partners to our customers, we want to become the leader in the hygiene/protection and workwear markets.

To achieve these goals, we need to concentrate on three focus areas: building a growth business, delivering an extraordinary customer experience, and establishing a great place to work. In other words we must drive growth and work to increase customer satisfaction each and every day, while at the same time ensuring the best possible working conditions for our staff. We must strategically reposition our company in these three areas so that we can leave the competition behind. **WE WANT TO OUTPERFORM THE MARKET.**

## Our service cycle.



### 1 Collection

At regular intervals, our service drivers collect the rental textiles from our customers for reprocessing at our laundries.

### 2 Sorting

At our laundries, the textiles are sorted into different wash programmes so that each item gets precisely the type of cleaning it requires.

### 3 Washing & drying

We wash around 174,000 tonnes of textiles per year at our laundries in Europe, focusing always on maximum resource efficiency.

### 4 Quality control

The quality of our products is under the constant scrutiny of our staff throughout the service cycle: during collection and delivery and at all stages of laundry processing.

### 5 Repair & replacement

Areas affected by wear are repaired at the laundry. If repair is not possible, the item is replaced.

### 6 Delivery

The items our service drivers return to customers are freshly washed, dried and quality controlled.

# Customers & Employees

# Our most important product is trust.

In everything we do, now and in the future, we are committed to building a healthier and safer tomorrow. This commitment shapes our CR initiatives and is the driving force which kept us true to our principles in 2017, just as it did in the years prior to that. There have been – and will be – various new initiatives and subtle changes of focus along the way, but our underlying principles can always be trusted to remain unchanged.

This principled approach also underlies our “Customers & Employees” area of activity, because what we do has real effects on real people, whether they work for us, or we for them.

One thing that has always guided us and kept us on track, particularly in these times of great change, is the realisation that our most important product is trust. Our core focus on the continuing professional development of our employees is motivated by trust because highly skilled employees are happy employees and as such represent the very best we can offer our customers. Highly qualified staff are a big part of the reason why we are able to partner with our customers to constantly develop new products that are more closely tailored to their day-to-day requirements.

We want to become a learning organisation – to improve with every passing day and to create an environment in which our employees can grow and develop professionally. In order to make these aspirations a reality, we have created a corporate Organisational Development & Learning (OD&L) department tasked with developing talent management activities Group-wide. A core focus here is on customer-centric organisational and employee development.

Trust also comes from transparency and inclusiveness, which is why midway through 2017 the management team and leaders from various departments of CWS-boco and Initial started running joint workshops on topics such as organisational design and how to run a customer-centric company.

# Are you okay?



## We're listening

We asked our laundry and other employees how they're feeling.

In September 2013, Germany's lawmakers amended the country's industrial health and safety legislation by adding a requirement for employers to assess job-related psychosocial stress (job strain). We embraced this new legal requirement as an opportunity to undertake a study with a view to initiating a conversation on this topic within our organisation. We started by identifying three pilot locations: Bielefeld (Laundry, Textiles Division and Administration), Dreieich (Laundry, Hygiene Division and Administration), Warburg (CWS-boco HealthCare). Further locations were added to the initiative over the course of 2017.

In partnership with TÜV Rheinland's occupational health service and the Freiburg Research Centre for Occupational Sciences (FFAW), we prepared a scientifically validated COPSQ survey for our staff at these locations.

The survey took just a few minutes of work time to complete, but provided valuable insights into psychosocial risk areas, such as work organisation, social relations, degree of influence at work, leadership quality, working environment and the effects of job strain. "As expected, the analysis revealed differences in the individual risk factors, depending on role and work location," said Regional HR Manager Rainer Horn. "No two locations are the same. Even if we're comparing two laundry operations, the physical set-ups will still be markedly different. Consequently, the analysis of the survey data and planning of measures need to be done on a very individual basis."

The survey revealed room for improvement across all locations on factors such as "influence at work", "possibilities for development" and "feeling valued by management". Among various measures to lift our game in this area, we have instituted a direct customer satisfaction feedback system. Team and site leaders are now personally responsible for providing praise where praise is due and passing on encouragement and appreciation for jobs well done. We value our employees, at all levels of our organisation, and we believe they deserve to know this.

# Better posture, better work.

Sometimes the sweetest successes are those that happen quietly, without great fanfare. That's certainly true of "Corpus Ergonomics", a pilot conducted by CWS-boco Deutschland GmbH jointly with TÜV Rheinland's occupational health service to develop specific workplace measures to literally take a load off our employees.

People often have very little understanding of what constitutes a healthy sitting posture and how to set up their work area ergonomically. The successes here are especially sweet because, applied in the right place, even the smallest of adjustments can yield dramatic improvements in health and wellbeing.

That is why CWS-boco is moving ahead proactively with ergonomic work and workplace design and is taking steps to implement a comprehensive occupational health and safety system. This involves educating our staff about the importance of ergonomics and making our occupational health and safety specialists, safety officers and occupational health physicians responsible for ensuring that the various ergonomic measures are implemented correctly.

In 2015, to further heighten awareness of ergonomics, we launched an initiative in which we gave our employees on-site, workstation-specific training on ergonomic work methods. This involved various different types of training to cater for the diverse employee groups involved. For example, one module focused on working technique and taught employees the most ergonomic ways of going about their tasks. Another involved a thorough ergonomic assessment of the sitting posture of high-mileage drivers, combined with training to help those drivers unlearn bad postural habits.

Needless to say, one of the core elements of the initiative was a PC workstation analysis based on our combined works agreement on PC workstations (Works Agreement I0010). All measures involved in the initiative were voluntary, and the response and feedback was very encouraging.



## **Ergonomics on the agenda**

Together with TÜV Rheinland, we're helping our employees to sit up and take note of correct work posture.

# 1,020 hours of good deeds.

At CWS-boco, we have initiated a joint venture that is very special to us. It's with AIESEC, the world's largest non-profit youth-run organisation, which has a presence in over 120 countries. The people at AIESEC are making the world a better place, and we are proud to be supporting them in this with scholarships for social projects focused on the environment and sustainability. In partnership with AIESEC, we ran our own Global Volunteer scholarship programme that enabled eight students to spend six to eight weeks helping with social projects around the globe.

For the young people involved, the scholarships are a chance to see the world, help their fellow man and make a difference – an experience of a lifetime. Admittedly, our involvement in this programme is not entirely altruistic, as Dirk Baykal, our Operational Projects Manager at CWS-boco Supply Chain Management GmbH and AIESEC mentor, explains: "Given that with AIESEC we are sponsoring mainly sustainable projects, the scholarships are also a great way to reach out to young talent."



## **A winning partnership**

Britta Klinkner, Head of Corporate Human Resources, is very pleased with the successful project.



In the initial round, the scholarships were available only to students from Germany, but we are planning to internationalise them. All up, our young Global Volunteers did 1,020 hours of work – the equivalent of 25.5 40-hour weeks.

As well as money, we made extra-sure our volunteers had the support they needed. “We assigned each of the eight selected scholarship-holders a mentor,” explains Britta Klinkner, Head of Corporate Human Resources at CWS-boco International. These mentors were stationed in Myanmar, Brazil, Tanzania, Ecuador, Colombia and Peru. In terms of personal growth and development, they got just as much out of the programme as the students. Laura Plischke, Brand Communications Manager Hygiene at CWS-boco International, speaks for all of our mentors when she says, “I really enjoyed supporting my scholarship holder in her overseas posting.”

Alongside English language lessons and training courses on sustainability, the programme offered the scholarship-holders plenty of informal opportunities to develop their leadership skills. “AIESEC is a wonderful opportunity for young people to broaden their horizons,” Plischke says.

The social projects in which the young students participated include the Green Warrior project in Jakarta, Indonesia, which supports waste management and processes with a focus on agriculture, and the Eco Change – Playa initiative in Trujillo, Peru, which is aimed at devising an environmental strategy and campaign.



### Lively exchange

Students and mentors were able to share their experiences during a get-together.

# Towards safer workplaces in Poland.

In today's "age of relationships", good PR is doubly important, which is why we are doubly pleased to have won a prestigious SABRE PR Award at the 2017 SABRE annual award dinner in London.

CWS-boco Poland trumped four other companies to take out the SABRE Award EMEA for its "Safe at Work Coalition". Initiated by CWS-boco in 2014, the "Safe at Work Coalition" is a communication and CR project aimed at improving industrial health and safety in Poland by familiarising employees and employers in various large firms with their responsibilities under occupational safety standards and regulations. The founding members of the "Safe at Work Coalition", alongside CWS-boco, are PW Krystian, LafargeHolcim and TenCate Protective Fabrics.

The winners of the SABRE Awards EMEA 2017 were chosen from among more than 2,400 entries, which were judged by a panel made up of over 40 PR industry leaders.

## **An achievement to be proud of**

Andrzej Smółko, Regional Managing Director TC PL/EEU, with Joanna Kuźmicz from PR agency FleishmanHillard, who accepted the award on behalf of the coalition members.



# Giving occupational safety a helping hand.

To reduce the number of occupational accidents, CWS-boco Ireland ran a campaign in 2017 to raise awareness of the hazards associated with trolley handling in laundry and service operations. The campaign focused on all staff, including contract service drivers. We also developed safe systems of work and purchased new, safer trolleys. The existing trolleys were either modified to comply with the new safety requirements or withdrawn from service.

383 staff completed a total of 652 hours of safety training – and that was just at our Cork, Fonthill and Parkmore locations. Our investment in safety has paid serious health dividends, with the total number of occupational accidents dropping by nearly a third, from 34 in 2016 to ten in 2017. What's more, over the same period, the number of accidents resulting in absences from work in excess of 3 days fell from 12 to 2.



of **safety training** were completed by our employees in Ireland in 2017, resulting in a dramatic decrease in occupational accidents.



**Safety first**  
Thanks to special training and new trolleys, our service staff in Ireland are now safer in their work.

# We have the future well in hand.

We have a QESH vision for our future as a company. QESH? QESH stands for Quality, Environment, Safety & Health. Here's our QESH vision statement: "Our Quality, Environment, Safety & Health structure enables us to meet and exceed the expectations of internal and external stakeholders, both now and in the future."

So, what is this initiative about? We are committed to sustainability, health and safety in everything we do. Our newly created QESH guideline on these matters documents this commitment and gives it the force of company policy, binding upon management and staff at all our branch establishments. We want to ensure that this guideline is put into practice in harmony with our corporate strategies and all relevant international regulations and standards – which is why our Management Board is committed to reviewing it every year.

## OUR QESH TEAM



**Group Director  
QESH**



**Lead  
Safety &  
Health**



**Lead  
Quality &  
Environment**



Regional QESH Managers

Benelux,  
Sweden,  
Ireland

Poland,  
Eastern  
Europe

Germany,  
Austria,  
Switzerland

Supply  
Chain  
Management

European  
Quality  
Manager  
Cleanroom

In January this year, our QESH department and its five regional QESH managers (BNL/SE/IRL, PL/EEU, DACH, Cleanroom, SCM) began coordinating the implementation of the QESH philosophy across CWS-boco, Initial and the CWS-boco Group's 16 international subsidiaries. These coordinators are extremely proactive. Among much else, they have set about visiting all of our countries and plants to get the operational safety message across to all of our employees.

We are also developing a harmonised group-wide accident and incident reporting system – a matter of growing importance for our company. The same is true of various excellence initiatives to reduce our carbon footprint and plans to implement harmonised international process standards. To communicate the safety message internally, our experts are currently working on various campaigns to raise awareness of safety standards at CWS-boco. Key future topics to be covered here include: safe management of hazardous waste, accident prevention and maintenance, and new safety rules for the company's various business areas.

#### **LET'S TAKE A LOOK AT THE INDIVIDUAL QESH ELEMENTS AT CWS-boco.**

##### **QUALITY:**

We don't want to be just another company. We want to be a role model, setting trends and showing others how it's done, with great ideas and great products. In order to meet these high expectations, we have set up expert teams throughout our organisation who are working on new solutions to improve customer satisfaction.

##### **ENVIRONMENT:**

CWS-boco stands for quality, hygiene and sustainability. First and foremost, we are here to serve people and the environment. Out of a deeply felt commitment to a healthy today and an even healthier tomorrow, we are working to reduce the environmental impacts of our activities to a minimum.

##### **SAFETY & HEALTH:**

Because we put safety first, we are doing everything in our power to ensure that every person who provides or interacts with our services gets to go home safe and well at the end of each day. Our No. 1 duty to our people – to all people – is to provide a healthy and safe environment in our laundries and offices, in our service and sales operations, and on the way to and from work. Because at CWS-boco, safety always comes first.

International standards on quality, the environment, hygiene and safety, such as DIN EN ISO 9001, DIN EN ISO 14001, DIN EN 14065 and ISO 45001 (formerly: OHSAS 18001), help us to put these principles and processes into practice and achieve continuous improvement.



**QUALITY**



**ENVIRONMENT**



**SAFETY**



**HEALTH**

# Products & Origin

# Sustainability is what we do.

In our Products & Origin area of activity we have a multi-pronged strategy that helps us to track compliance with key CR criteria right across the supply chain, from source to end of life. It all starts with sustainable procurement. We make sure that our procurement conforms with the principles of sustainability – and not just in the environmental sense, but in the social sense as well. Because for us, equal opportunities for all and a life free of disadvantage and discrimination in the region of origin are integral to sustainably manufactured products, be they towel rolls or workwear.

At the opposite end of the supply chain, we are committed to recycling and upcycling. Put simply, a damaged or faulty towel dispenser does not qualify as waste until we've done everything in our power to repair it. And even then we can usually salvage several perfectly good components for re-use in new dispensers. Our Operational Projects Manager at CWS-boco Supply Chain Management, Dirk Baykal, sums up our business philosophy best when he says, "At CWS-boco, we apply the same logic to our products as we do to our customer relationships: we believe good things should be made to last."

That's why we attach such great importance and value to maintaining good, long-term relationships with the people with whom we do business. As with our customers, we are always looking for long-term relationships when it comes to our suppliers, because, in our experience, continuity is the key to sustainability. It takes time to build the kind of enduring, committed supplier relationships that allow regular and extensive audits of compliance with our Code of Conduct and our social and environmental standards. And like all good relationships, our supplier relationships are a two-way street. If a supplier fails one of our audits, we don't hang them out to dry; we work with them and help them make the necessary changes so that they can pass the re-audit.

# Tried and tested – literally.



## Testing textile life cycles

At our testing centres, product responsibility and customer satisfaction are paramount. No new textile product makes it into our range and out to our customers without undergoing a battery of tests to ensure it can go the distance.



There are plenty of good reasons to use workwear supplied by CWS-boco. Perhaps the most visible of these is the clean, well-dressed and smart appearance of our customers' employees. Not that our care and attention to detail is limited just to appearances. It goes without saying that our workwear meets all legal and industry-specific requirements and standards. Our clothing pick-ups and drop-offs are on time and reliable, and all garments are cleaned using eco-friendly washing methods in combination with certified environmental and quality management processes. We also take the utmost care in the selection of the material from which our garments are made. And to make sure everything is absolutely perfect and beyond reproach, we conduct painstaking quality audits and lab tests at our own test centre – a level of care that's practically unheard-of in our industry.

Our testing centre relocated from Hamburg to Bielefeld 19 years ago. So that's 19 years now that our staff in Bielefeld have been conducting real-life washing and wear tests on up to 800 items per year. Each of these test items undergoes 30 wash cycles before our experts even think about making reliable assessments on things like whether the clothing retains its shape after repeated washing, how colourfast the material is during stain removal, whether the clothing retains its original protective properties, such as chemical resistance, weatherproofness or electrostatic discharge (ESD) conductivity, and, in the case of high-visibility clothing, whether the reflectorised strips remain intact and functional. It's all part of our commitment to the safety and health of the people who rely on our products every day.

As you might expect, these testing services come into play whenever we introduce new materials or suppliers. But we also use them when making changes in fabric composition – and even when changing minor details like buttons. The testing centre is also an integral part of our complaints assessment process.

Our testing programme includes multi-location wash tests in which items of clothing pass through multiple wash cycles at various CWS-boco laundry operations. These tests have the added benefit of giving us a comparative overview, enabling us to pinpoint the areas that need fine-tuning and hence optimise our processes. This harmonisation approach has now also been applied to Initial's laundry operations, which have been added to the testing programme in the interests of enhanced synergy.

# Talk is silver, CR is gold.

In our case, that's triple gold. This year, for the third year running, EcoVadis has awarded us a gold rating for our ecological and social sustainability. CWS-boco Deutschland GmbH ranks among the top three percent of all tested companies worldwide, across all industries – an achievement we are justly proud of. Better yet, when it comes to the environment, we are ranked among the top four companies in our industry worldwide. This rating is based on a range of factors, including energy consumption and greenhouse gas emissions, water consumption and water protection, biodiversity, environmental pollution and waste management. EcoVadis also looks at factors like customer and consumer safety and efforts to promote sustainable consumption among customers and consumers.

Viewed across all four EcoVadis theme areas (as well as the environment, the organisation scores on labour/human rights, ethical and sustainable procurement criteria), we were consistently ranked among the top 25 percent of companies in our industry. EcoVadis is a leading CSR ratings platform. Among much else, it gives companies key insights into the sustainability performance of their suppliers. It provides CR risk and performance monitoring of the environmental and social impacts of global supply chains, thereby giving individual companies the information they need in order to optimise their own sustainability performance.

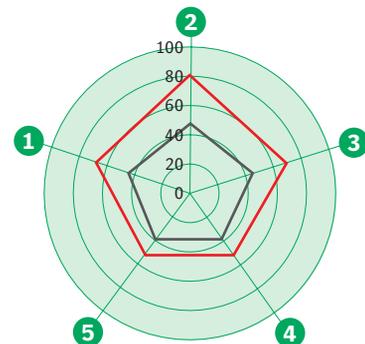
As well as improving environmental and social sustainability, the EcoVadis platform reduces commercial risks, drives innovation and builds bridges of mutual trust between supply chain partners. Its analyses are based on extensive and broad datasets, making the information it provides extremely reliable. For instance, it currently runs assessments across 150 sectors and 110 countries. The EcoVadis service is used by some 20,000 companies, including the procurement departments of more than 120 leading multinationals.



### Our gold standard

EcoVadis has awarded us a gold rating for our ecological and social sustainability for the third year running.

### CWS-boco Deutschland GmbH – scores in worldwide industry comparison:



- 1 All
- 2 Environment
- 3 Work practices
- 4 Fair business practices
- 5 Suppliers
- CWS-boco Deutschland GmbH
- Average

# Making life better with cotton.



## **Better with cotton**

Fairtrade-certified cotton is a win-win: for the environment, for the users of our workwear, and for the growers.

Cotton is great. Breathable, tear-resistant and comfortable to wear, it's the perfect material for workwear. But the way it's usually grown, these benefits for the wearer usually come at a cost to the environment in the form of high levels of insecticide and pesticide use. Which is why CWS-boco uses 100 percent Fairtrade cotton. "We are the only rental workwear provider that supplies clothing made with Fairtrade cotton," explains Werner Münnich, Head of Central Product Management Textile Care.

Profi Line, our first-ever collection made with Fairtrade cotton, was launched at the start of 2016 and was followed soon after, in the autumn of that year, by our hard-wearing Profi Line Plus collection. We've also switched to Fairtrade for the 50-percent cotton component of our high-visibility collection.

In 2017, CWS-boco bought in over 529 tonnes of Fairtrade cotton, making it the biggest provider of workwear containing Fairtrade cotton in Germany and one of the biggest in Europe.

In September 2017, CWS-boco pulled off its next major coup, launching boco Cotton Line, its fourth Fairtrade collection on the German market. This workwear line for industry and the trades includes 65 and 100 percent cotton articles. The company's switch to Fairtrade has been extremely well received by Fairtrade Germany. "CWS-boco's approach to its Fairtrade workwear shows vision and forward thinking without parallel. The company is not reacting to customer demand; it's single-handedly setting the agenda," says Fairtrade Germany Managing Director Dieter Overath.

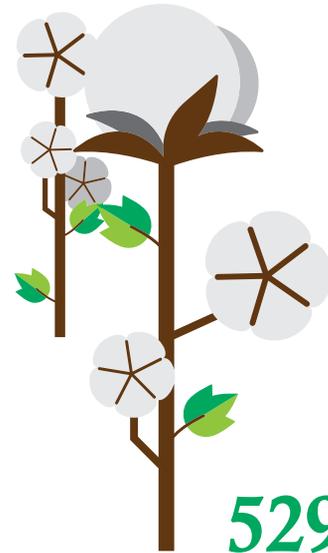
All garments in the boco Cotton Line collection bear the Fairtrade Cotton seal as an outwardly visible sign that they have been fairly sourced. By choosing this collection, our customers can signal their own commitment to sustainability and win favour with their own sustainably minded customers and partners.

Not that the environment and wearers of our high-comfort, skin-friendly collections are the only winners, of course. Our Fairtrade lines are a boon to cotton producers too. Cotton farmers in Africa and Asia are able to enjoy financial security because the guaranteed Fairtrade minimum prices we pay to their village cooperatives are above the norm in their regional markets. We also pay a Fairtrade bonus to village cooperatives, with the proceeds going into local infrastructure, social and education projects. Because the collectives are organised democratically, all collective members, including women, have a say in how bonus proceeds are invested. These matters and more are all set down in Fairtrade standards, and compliance is monitored and certified by the independent certifying body FLO-CERT.



#### Close cooperation

CWS-boco works with its suppliers in a spirit of close partnership.



# 529 t

of Fairtrade-certified cotton

were sourced for our  
workwear in 2017.

# Laundries & Logistics

# Rule no.1: Less is more.

All of our day-to-day operations are powered by a desire for a clean, healthy and hygienic environment. In the case of our service fleet, that takes the form of advanced engines that keep CO<sub>2</sub> emissions to an absolute minimum. Our drive to keep our air and streets clean is also powered by state-of-the-art route planning software. By giving our drivers optimised routes for their pick-up and delivery runs, the software is saving a lot of kilometres – and all the CO<sub>2</sub> emissions that go with them.

Modernisation and efficiency are also ongoing and systematic facts of life at our laundry sites. They are a core part of our philosophy – a philosophy that is now even stronger thanks to our joint venture with Initial. Together, we are even more focused on rolling out high-efficiency plant systems, heat exchangers and gas-powered mangles and dryers to our laundries.

We are also keeping a close watch on efficiency in our use of that most precious of resources, water – and rightly so, given that we operate 44 laundry sites in Europe. That's why we always reuse our process water by, for example, washing hand towel rolls first, then using the water to clean dust control mats. We also treat our waste water and continually trial alternative washing techniques in our search for even greater water savings.

Maximising our detergent efficiency is another important way in which we are working to reduce our environmental footprint. We are constantly making countless little tweaks and adjustments to our systems because, small as they are, they all add up to a major plus for the environment. Of course, we also go for the big wins, which is why, for example, we are always looking for synergy gains through harmonisation across our suppliers. Our guiding principle here is that no challenge is too big or too small when it comes to building a better, healthier future.

# Groningen as a test track for a greener future.



## Delivering sustainability

Our e-truck trial in the city of Groningen.

In April 2017, we launched an initiative aimed at taking our commitment to innovative drive technology to a new level – in the shape of a 12-tonne, fully electric truck. Designed as a clean transport solution for the distribution of CWS products in and around the city of Groningen, Netherlands, the truck was the result of a European call for tenders by the city's Facility Services Department in mid-2016.

The e-truck was developed in cooperation with Emoss and is a model of sustainability. It is recharged overnight and consumes a lean 0.6 kilowatts per kilometer, which gives it a range of about 180 kilometres and enables it to reach even the most remote locations on the required service route.

The vehicle covers some 700 kilometres per week, saving CWS-boco over 5,800 litres of diesel per year and the environment about 15,000 kilograms of CO<sub>2</sub> over the same period. Unfortunately, the write-downs on the project are currently too high for e-trucks to be a commercially viable long-term solution for us. Nevertheless, we are continuing our work on alternatives that are equally friendly to the environment and are monitoring the market in the hope that acceptance of electric drives will soon improve.

# Think outside the box.

Thinking outside the box is something we do well at CWS-boco, and that's certainly true of our CFC dispatch operations. No so long ago, we used to ship up to 10 pallets of Textile Care sales orders to our customers in Germany via courier. The problem was that the products were dispatched from our warehousing and logistics hub – our Customer Fulfilment Center, or CFC – in Poland, making the whole operation rather expensive and slow. So we switched to a daily truck service from Poland to Berlin, and from there dispatched our CFC orders to customers via courier.

Then we hit on a brilliant idea: we were already running a daily shuttle from our CFC in Poland to Lauterbach for our rental products, so why not just put our sales products on the same truck? We could then dispense with the extra run from our CFC to Berlin and simply dispatch our Textile Care sales orders via courier services from Lauterbach.

But there was a problem with this idea: there wasn't enough cargo space in the CFC shuttle for the extra goods. If we wanted to realise our plan, we would have to find a more space-saving way of transporting our rental products. So we did – thanks to another great idea. By packing our rental products in stackable boxes rather than trolley containers, we were able to achieve space savings of between 25 and 30 percent.

What's more, dispatching our rental products in boxes means we can now pre-sort them into depot lots at our CFC, which eliminates a lot of sorting work at our laundries. Since the fourth quarter of 2016, our out-of-the box (or, in our case, inside-the-box!) thinking has saved us a lot of space and hence time, money and resources.



## **Our Customer Fulfilment Center**

Our central workwear warehousing hub in Międzyrzecz, Poland.

# Certified quality and satisfaction.



## **Our Bad Oldesloe laundry site**

Various of our sites have been ISO 9001:2015 certified.

ISO 9001 plays a key role in the business world, defining the minimum standards required of quality management systems operated by providers of products and services and serving as a basis for optimisation at all organisational levels. The minimum standards are there both to protect customers and to ensure compliance with regulatory requirements. They are so important that absence of up-to-date ISO 9001 certification can be a deal-breaker for many prospective customers and suppliers.

In November 2017, CWS-boco Poland became the first company in the CWS-boco group to be audited for certification in accordance with the latest version of this standard, ISO 9001:2015. This was followed in September by audits for CWS-boco Germany. The audits in Poland were done at our laundry sites in Łódź and Międzyrzecz, and the ones in Germany were undertaken at our sites in Stuttgart, Murrhardt, Bad Oldesloe, Melsdorf, Bremen, Bielefeld and Hamburg as well as at our headquarters in Dreieich.

In the lead-up to the audits, we implemented numerous measures and optimisations at both companies in order to bring our existing ISO 9001:2008 certification into line with the new requirements of the 2015 standard. The most important change is that company management, in addition to focusing on customer requirements, now also needs to methodically focus on and ensure the satisfaction of neighbours, employees, suppliers, regulators and other interested parties. In other words, the stakeholder management measures we have been undertaking for years as part of our CR management are now enshrined as methodological requirements of ISO 9001.

We are proud to say that both organisations passed their audits and have been certified. Other key differences between the new ISO 9001:2015 certification and its predecessor is that the former includes protective clothing, cleanroom clothing and workwear as well as mop pads and microfibre cloths.

All of this sends the unequivocal message to our partners and customers that CWS-boco products and services are backed by a satisfaction guarantee.

# Getting water to where it's most needed.

Initial Benelux has won the 2017 Golden Service Award for innovation and CR. And deservedly so, considering the huge water savings the washing professionals have been able to achieve: "Through the use of advanced filtration techniques and recovery systems, we were able to optimise the reuse of water in our laundries," says Camiel Wouters, the company's Director Safety, Health, Environment and Sustainability.

At the time of the award ceremony, the water saving amounted to 20.3 million litres. The water saved was donated as clean drinking water to developing countries, in partnership with the charity Made Blue. However, this still isn't good enough, as Camiel Wouters explains: "We are continuously striving for further improvements. For example, we are working on washing processes that don't require any water at all, such as washing with liquid carbon dioxide. For the time being, we are of course very happy to have our efforts recognised. I believe it is all about giving something back, about re-balancing the imbalance which exists in the world."



## International accolade

Wim Groot Zevter (Plant Manager Initial Deventer, L) and Camiel Wouters (r.) receive a 2017 Golden Service Award on behalf of Initial Benelux.

## Stepping on the biogas in Sweden.

Sweden is in many respects a model country, leading the world on things as diverse as the welfare state and crime fiction. The country is also a role model on alternative energy, as the following shining CWS-boco example shows. In January 2018, our plants on Sweden's west coast (Cb Varberg, Cb Oskarström, Cb Södra Sandby and Initial Staffanstorp) started generating their process heat from biogas, a climate-neutral energy source.

It's a proud achievement, as Jens Abeling, Head of Operations at CWS-boco Sweden AB, explains: "We launched the project in 2017, and the initial results were so encouraging that we made the decision to complete the changeover to 100 percent biogas. We hope that our example is emulated in lots of countries – both within our organisation and beyond."



## CWS-boco facility in Oskarström

Our plants on Sweden's west coast have been using biogas since the start of 2018.

# About this report.

## ONLINE INFORMATION

### Sustainability at CWS-boco



[www.cws-boco.com/  
sustainability](http://www.cws-boco.com/sustainability)

### The Haniel Annual Report



[www.haniel.de/en/  
creditor-relations/  
financial-reports](http://www.haniel.de/en/creditor-relations/financial-reports)

This report provides our stakeholders, in accordance with the required reporting cycle, with information on existing and planned sustainability measures in three areas of activity – “Customers & Employees”, “Products & Origin” and “Laundries & Logistics” – as well as on the CWS-boco Group’s strategic direction and CR management system. It addresses all aspects of our business model using the tried and proven report structure of prior years.

As a result of the joint venture with our new partner, Initial, we will face a number of new reporting challenges and will need to adapt the structure of our internal and external reporting by adding newly defined indicators and material topics and by enlarging the reporting scope (cf. page 8: “Towards joint data management” and “New structures for new challenges”).

The information in the present report is drawn, as usual, from the CWS-boco Group’s highest-turnover national subsidiaries, with the exception of the Italian national subsidiary, which ceased to be part of the Group in mid-2017. As mentioned, the future reporting scope will be enlarged, with the result that the consolidated report will include our national subsidiaries in Austria, Belgium, Bulgaria, Croatia, the Czech Republic, Germany, Hungary, Ireland, Luxembourg, the Netherlands, Poland, Romania, Slovakia, Slovenia, Sweden and Switzerland.

The period under review in this publication is the 2017 calendar year. The report content has in part been supplemented with information from the 2018 business year up to the time of the content deadline in the second quarter of 2018. CWS-boco does not publish a corporate report in addition to the Sustainability Report; the business figures are published in the annual consolidated financial reports of our principal shareholder Haniel.

\* CWS-boco Deutschland GmbH; CWS-boco Suisse SA; CWS Nederland B.V.; CWS-boco Sweden AB; CWS-boco Österreich GmbH; CWS-boco Ireland Ltd.; CWS-boco Polska Sp.z o.o.; CWS-boco BeLux N.V.

Because the present Interim Report does not go into any great depth, we have not chosen any of the options for preparing it in accordance with the Global Reporting Initiative (GRI) guidelines. Because the content of the present report was prepared in consultation with an external CR consultant, the decision was made to dispense with any additional external audit of the report.

The report is published in German and English and is available both in printed form and online in PDF format.

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#### 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.

# Publishing details.

## CERTIFICATIONS



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