

Taking action for future generations

Sustainability report 2024



Big Dutchman.

Cover picture clockwise from the top: Mareike Reckfort, Torben Witte,
Dr Lina Sofie von Fricken, Phyo Min Khaing, Marisa Flegel and Lars Goebel

Taking action for future generations

Sustainability report 2024



Big Dutchman®



Gottes Segen Glück und Heil werde diesem Haus zu Theil

dessen Sohn Joh Heinrich und
Maria Elisabeth Mennel
geb Oböle
MEISTER JOH HEINRICH
LAMMERS
1856 JUL 12

Preface



Sustainability sometimes shows itself in a wooden beam. When you step on our premises in Calveslage, the first thing you see is our family's farmhouse – a typical Low German half-timbered building, built in 1856. The year has been cut into the gable beam by hand.

As we present the first sustainability report in our 85-year company history today, we are building on a long tradition. Back then, we took responsibility as traditional farmers, and we still do so today as a globally successful family business – responsibility for those who are dear to our hearts. For our families, especially our children. For our employees, suppliers and customers. For animals and the environment.

For generations, our family has been living in harmony with nature and society. Transferring this harmony to our company has been our aspiration for decades.

We respect God's creation. We don't bow to any fleeting zeitgeist but are still open to new ideas. We don't trim our sails to the wind but stand firmly by our values, storm-proof and down-to-earth, as befits a company from Lower Saxony (according to the state's anthem). We are conservative in the best sense of the word.

We stand by our word and are there for our customers. Because for us at Big Dutchman, sustainability also means maintaining long-term and reliable business relationships – and taking responsibility even when things don't run smoothly.

On 68 pages, we would like to show you what sustainability means to us in our everyday life. A young and international team of committed colleagues has created this report. I would like to thank everyone on the team most sincerely for their work. They document how we offer trainees in South Africa career prospects. How we save up to 80 per

cent CO₂ by using recycled plastic. How we charge our fleet of 130 electric vehicles in an environmentally friendly way with electricity from our own photovoltaic system. And so much more.

Incidentally, there is a saying cut into the mentioned gable beam above the year: "May God's blessing, happiness and salvation be bestowed on this house." This guiding principle characterises our thoughts and actions to this day. Because many things are ephemeral – but values and strong oak beams are not.

Kind regards,

Bernd Meerpohl,
CEO Big Dutchman AG



ESG team
Big Dutchman

Colleagues from all over the world volunteer their time in Big Dutchman's ESG team. This report was written under the direction of our ESG Manager Dr Lina Sofie von Fricken (second from right).

ESG team

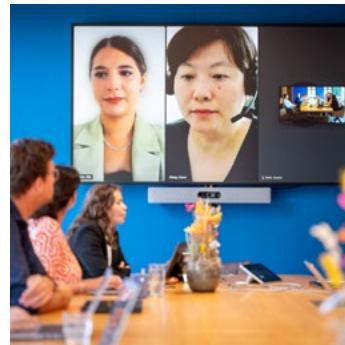
We make Big Dutchman sustainably better

We at Big Dutchman are over 3100 colleagues. We connect 48 nations on seven continents. We have families and friends. Children and sometimes even grandchildren. For us, an intact environment and humane, peaceful coexistence are the basis for everything else.

That's why we are part of Big Dutchman's ESG team. We come from Vechta and Myanmar. From Langförden and Turkey. From Visbek and China.

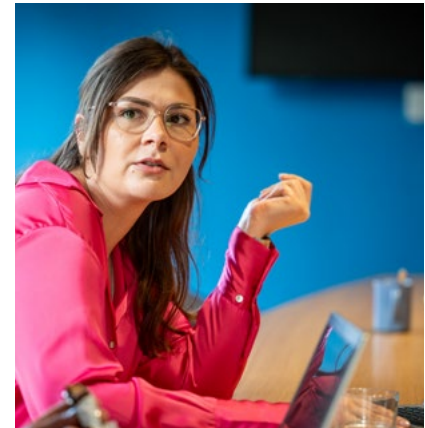
We live diversity. We are all different. And yet we all have the same goal: to leave future generations a world that is worth living in.

To this end, we develop ideas and strategies on how we can make Big Dutchman even better. On how we



can reduce our carbon footprint – for example by offering our employees options to lease electric cars. On how we can save resources – for example by using recycled plastics in our products. And on how we can contribute to the energy transition through new business areas such as photovoltaic systems and innovative battery storage options.

We come from all departments of the company. From Engineering, from HR, from Sales. Together, we are committed to sustainable growth. And we stand for the special responsibility of a family business.

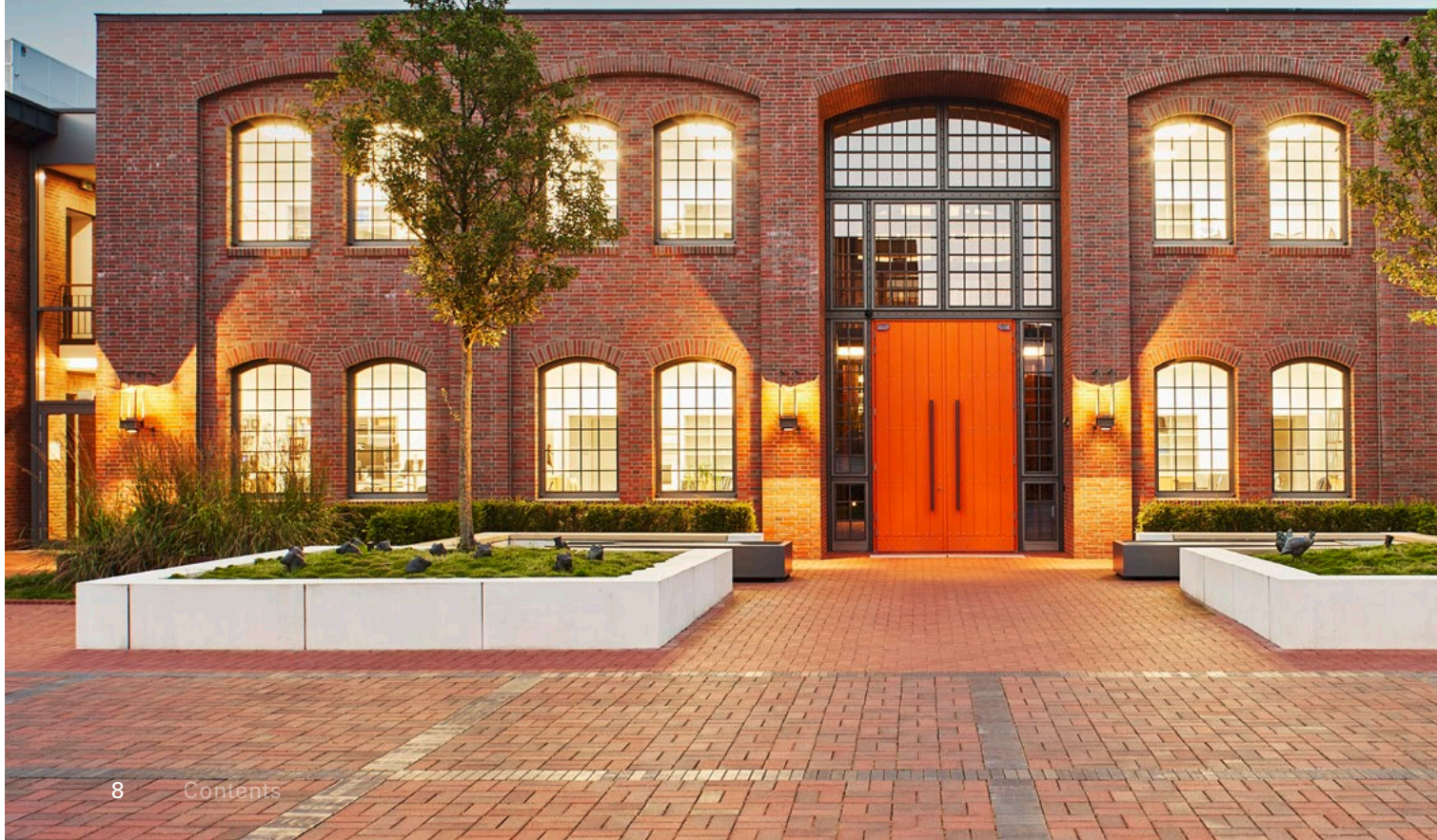


The team met for several workshops, including Sila Bodur from Turkey and Karen Wang from China, who joined online. Top right: Phyo Min Khaing from Myanmar is writing his master's thesis at Big Dutchman. Below: Katharina Blömer, Sales Assistant Europe/MEA.


International headquarters

Vechta-Calveslage

The show room built on the campus in 2017 is the heart of Big Dutchman's German headquarters in Calveslage. It has green roofs and is made from classic brick.



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A man with a beard and short hair, wearing a dark blue and grey Big Dutchman work jacket, stands in a warehouse. He has his arms crossed and is looking directly at the camera. The background is filled with shelves of boxes and equipment, slightly out of focus. The lighting is warm and focused on the man.

Eike True

Team Leader Spare Parts Selling

“In agriculture, a handshake still counts. We see our customers as partners, some of whom we have been working with for decades and over several generations. Our dense global service network of 325 of our own technicians ensures that help is on site in the shortest possible time. And here in Calveslage, a farmer can still drop by in person at any time if they need a spare part. Whether it’s a single screw or a large climate component.”

Big Dutchman

Big Dutchman

Mission statement and values

We take action for future generations

As a family business, we at Big Dutchman bear a special responsibility. We see ourselves as part of a global society. This means that we always think beyond our own team and outside the box – so we can help to feed the world.

In doing so, we focus on future generations. We have now expressed this self-perception in a mission statement for the entire group for the first time. This mission statement forms the basis for our daily work on all seven continents.

Our motto is “Taking action for future generations.” To this end, we have defined seven values that are essential to our work:



Supervising our employee's children during school holidays.

We are a reliable partner for our customers

We are innovative

We take responsibility

We are flexible and open to anything new

We achieve our goals as a team

We value diversity

We act fairly and honestly

A man wearing a tan cap, a blue long-sleeved shirt, and a blue quilted vest is riding a bicycle. He is smiling and looking to his right. The bicycle has a large black mesh basket on the front. The background is a modern brick building with large windows and a balcony. There are green plants on the left side of the frame.

Manfred Uchtmann

Team Leader Facility Management

“With a team of 28 colleagues, we make sure that everything runs smoothly at the company headquarters. For us, sustainability means that we repair things where we can – instead of throwing them away immediately. And we come by bike whenever possible.”



Jennifer Lindel
Product Development

“Innovations lead to more sustainability. At Big Dutchman, we are working hard on a circular economy.”



**Marius Patrzek,
Tim Schwarze and
Ryan Schwarze (from left)**
IT

“We support efficient product data maintenance with our product lifecycle management (PLM) and advanced processes. This also promotes environmental and social responsibility.”



Clara Voß
Dual student

“My aspiration: every day, I try to be a little bit better than the day before. Not only for our customers, for every animal in a Big Dutchman house, for our fellow human beings – but also for every Big Dutchman employee. Together we can achieve more than an individual might think.”

**We take responsibility
and work as a team**

BD Malaysia

Head office in Asia

In 2006, we opened our first logistics centre outside Germany, in Malaysia. And in 2017, a new head office was erected as a certified green building. Constructed with our typical red bricks – which serve as heat protection in this case.



Company structure



Around half of Germany's area is used for agriculture. We produce 83 per cent of our food ourselves. To achieve this, we at Big Dutchman equip farmers with innovative and durable technology. Including equipment for pig and poultry houses, photovoltaic systems, greenhouses, software solutions and insect farms.

We started out in Calveslage as a small sales agency for poultry feeding technology. Today, we are a so-called "hidden champion". The world market leader for livestock equipment. We generate more than 90 per cent of our turnover outside Germany. We have employees on all seven continents.

Our global customer service helps farmers from Arizona to Australia to be successful.

We ensure a good indoor environment and regular feeding of the livestock. We design nests in which hens lay their eggs. And pig houses where piglets can nurse and remain warm.

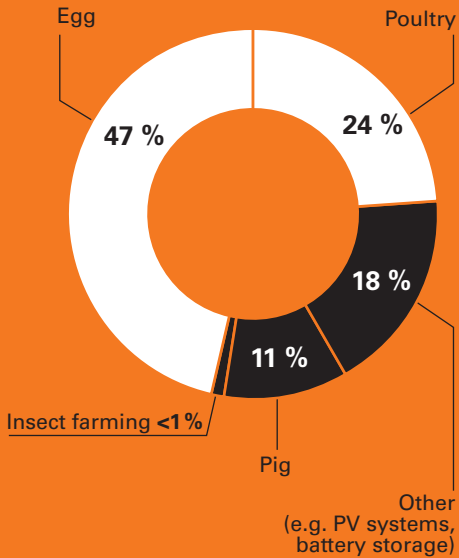
We combine Lower Saxony's down-to-earth attitude with international expertise. We act professionally while being pragmatic. As a family-owned stock corporation, we benefit from short decision-making processes and long-term goals. We act quickly and flexibly. And at the same time, we think in terms of generations.



We are active worldwide and in many areas: livestock housing project in Nigeria, greenhouse construction in the Netherlands, insect farm in Denmark.

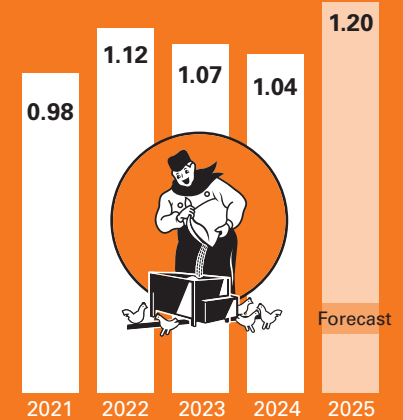
71 % share Poultry and Egg

Turnover share by product group



Turnover

in EUR bn per year



Product categories

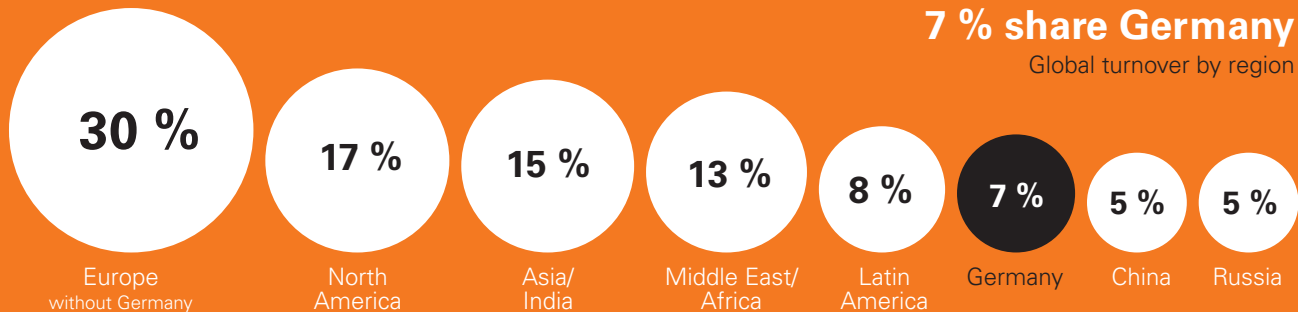
Housing equipment for

- laying hens
- pigs
- poultry

- Photovoltaic systems
- Insect farming
- Horticulture

7 % share Germany

Global turnover by region





3146

employees worldwide



126

 electric cars at the Calveslage location

FAMILY BUSINESS

1938

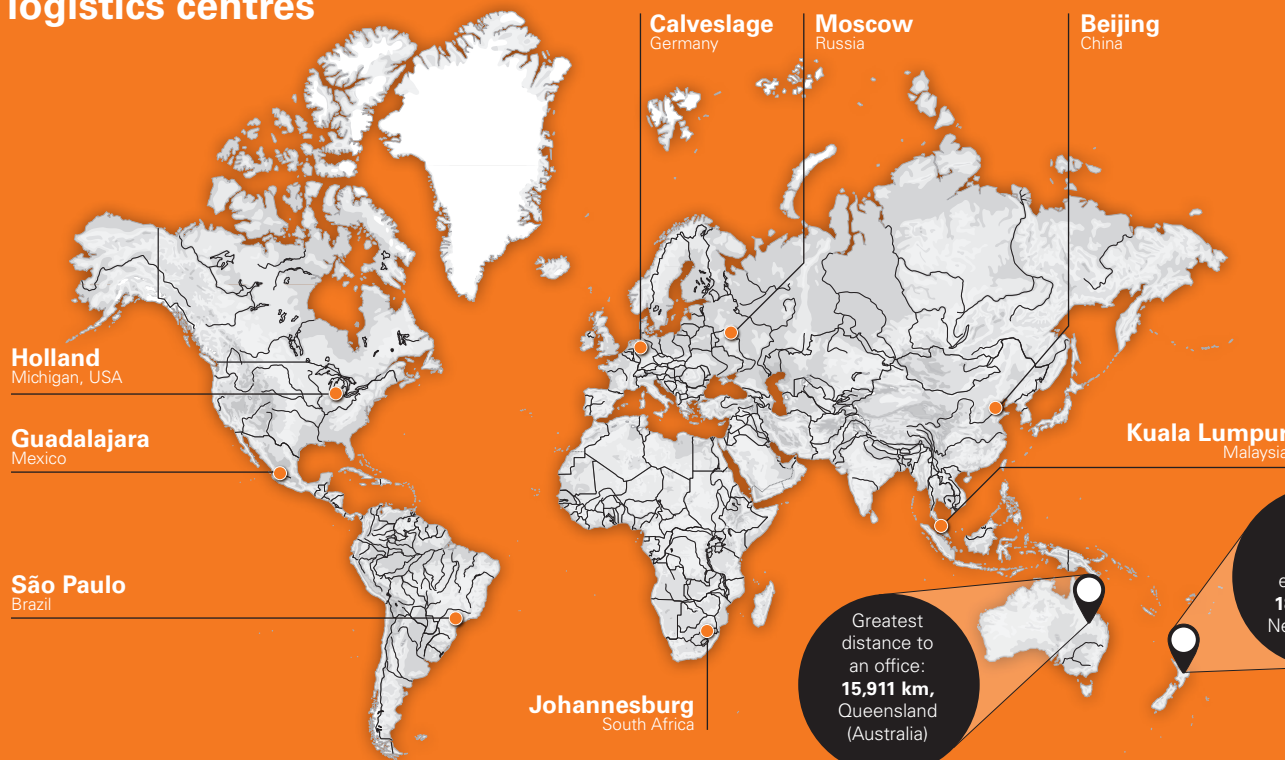
Founding year of the company, rooted in the Oldenburg Münsterland region, Germany

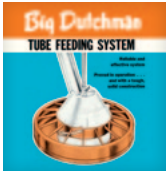


465

 leased bikes are used by employees

The 8 large logistics centres





Top right: The driving forces behind Big Dutchman: founder Jack DeWitt (left) and Josef Meerpohl, who started as a salesman in Germany and took over the company in 1985 by management buyout.

Top left: Lorry at the company's former location in Zeeland (Michigan, USA).

Bottom right: Big Dutchman's success began with electrically driven feed chains.



Company history

1938

Brothers Jack and Dick DeWitt establish the company "Automatic Poultry Feeder Co." in the USA. Big Dutchman is just a product name at this time.

1958

The company embarks on expansion to Europe and Josef Meerpohl, a poultry farmer from Calveslage, becomes a Big Dutchman sales agent.

1963

Josef Meerpohl sells his business to Big Dutchman, but remains the appointed executive director of the new subsidiary in Calveslage.

1968

Big Dutchman co-founders Jack and Dick DeWitt sell the company to US Industries, a business conglomerate quoted on the stock exchange. Big Dutchman launches the first liquid feeding system for pigs.

1972

The DeWitt brothers retire from Big Dutchman.

1980

A hostile take-over enables British Hanson Trust to become owner of US Industries and thus also owner of Big Dutchman.

1983

Big Dutchman introduces manure belt ventilation for cage systems.

1985

Following a management buyout, Josef Meerpohl becomes the owner of Big Dutchman. Calveslage is now the international head office.

1987

Big Dutchman launches the first Natura aviary system for laying hens in Switzerland.

1992

The holding company Big Dutchman Aktiengesellschaft is founded.

2010

Big Dutchman presents the revolutionary farm management system "BigFarmNet".

2012

The visionary concept study "Pig Production 2030" visualises the future of modern pig production by allowing free movement for all pigs.

2013

Big Dutchman celebrates its 75th anniversary.

2015

The organisational structure is revised for a more targeted sales approach, creating the three separate business units Egg, Poultry and Pig.

2017

The new test centre is inaugurated in Calveslage.

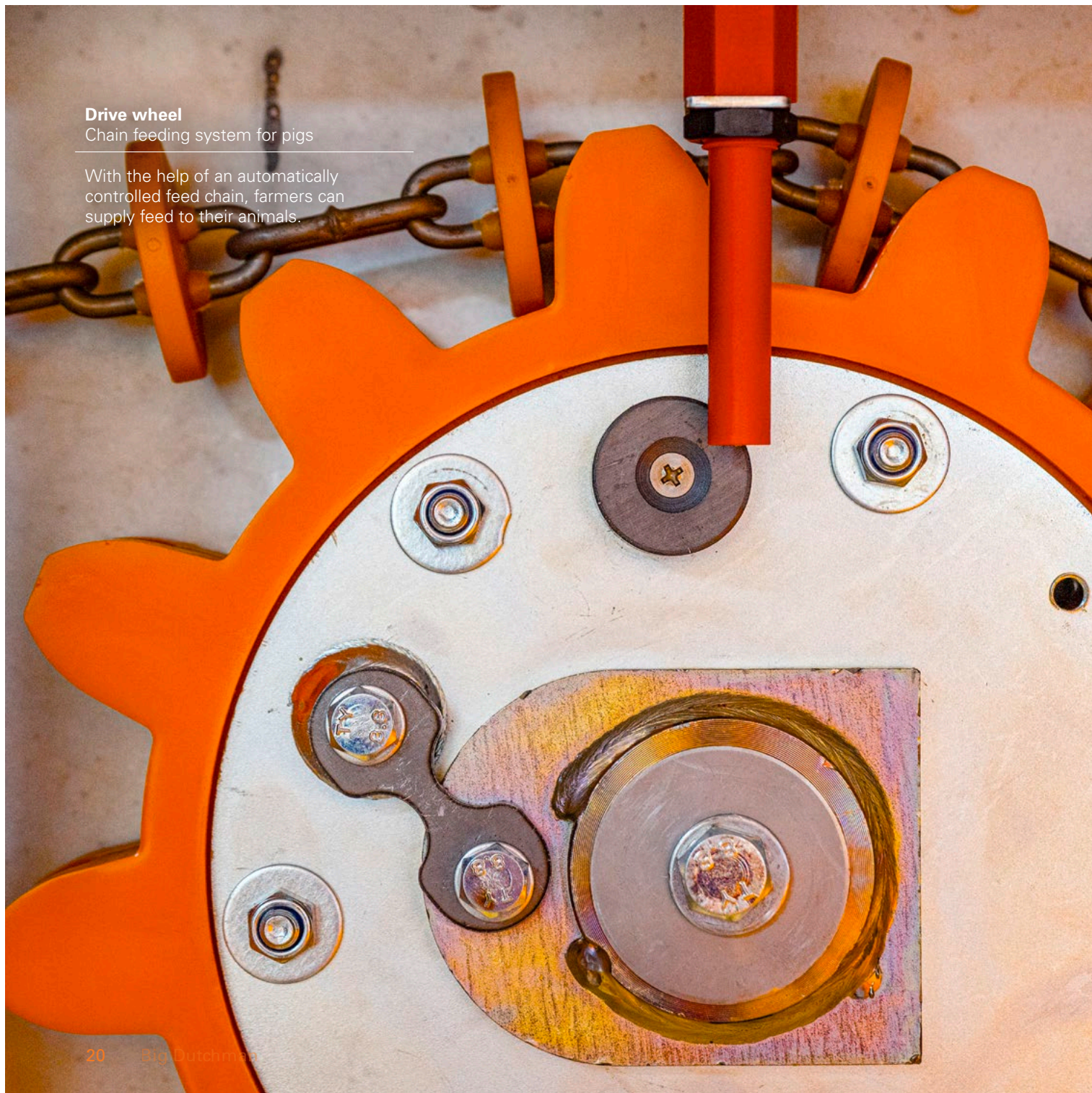
2024

Worldwide, Big Dutchman has 3146 employees from 48 nations. Around 800 of them work in Calveslage. We are represented in more than 150 countries on all seven continents.

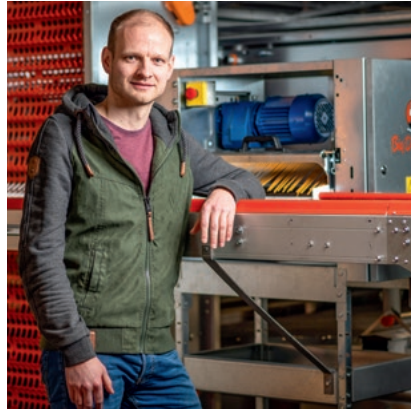
Drive wheel

Chain feeding system for pigs

With the help of an automatically controlled feed chain, farmers can supply feed to their animals.



Products and value chain



Engineering experts: certified agriculturalist Arnd Suing (top) and Felix Ruholl, who completed his dual study programme as a mechanical engineer at Big Dutchman ten years ago.

Almost 300 engineers and 100 software developers working for Big Dutchman design animal welfare solutions and drive the digitalisation of agriculture. For us, artificial intelligence is not a buzzword, but a field of research with great potential. For example to assess the well-being of chickens using video analyses.

Our classic business is housing equipment: aviaries for laying hens or straw bedding concepts for pig houses. We also supply silos, feed chains or liquid feeding systems.

By providing photovoltaic systems and battery storage options, we help

making the agricultural sector independent of energy prices and fossil fuels.

Our air cleaning systems minimise emissions from livestock housing.


And our innovative ideas, such as insect farming, create a sustainable replacement for protein in animal feed – thus reducing the use of soy.

Our ideas and developments are realised by over 2000 suppliers worldwide. Among them are many small to medium-sized family businesses, for example in the metal construction or plastics processing industry. With

many of our suppliers, we have been working for decades.

Our logistic centres worldwide ensure the shortest possible transport routes – and a fast supply of spare parts. Even for systems that have been in use for decades.

Our mission: by 2050, global demand for protein will increase by around 50 per cent. We want to help by making sure that the supply of valuable food remains secure.

A portrait of Sophia Funke-Korte, a young woman with long blonde hair and freckles, smiling. She is wearing a plaid shirt. The background is a blurred blue wall.

Sophia Funke-Korte

Assistant to the Sales Manager for Europe/MEA

“We can achieve so much through sustainable management. For example by using air scrubbers to reduce emissions. And we as a company also benefit. After all, if you are looking for young skilled workers committed to your company today, you need to act sustainably to be an attractive employer.”

ESG management

ESG management

ESG management

Organisation and ESG report

When we started preparing the first sustainability report of our company's history a few months ago, many of us were sceptical. Do we even need a sustainability report, exactly? Today, you are reading this report.

And to say the truth: we are proud of it. Because we have dealt with topics that would have received much less attention without this report. Because we collected data and drew conclusions for our future work. In short: we now know a lot more about ourselves and our social and ecological footprint.

A sustainability report, also known as an ESG report, will be mandatory for companies of our size in future. We believe that's good. Because we will constantly scrutinise ourselves

and get a little better year after year because of it. And because, as a family business in the agricultural sector, sustainability is in our DNA anyway.

In this report, we refer to the 2023/2024 financial year of Big Dutchman AG and its consolidated subsidiaries (1 October 2023 to 30 September 2024). The contents are based on the requirements of the European Sustainability Reporting Standards, or ESRS for short. These standards were adopted by the European Union on 31 July 2023.

We spoke to colleagues on all seven continents. We used software to evaluate and assess data.

In this manner, we are preparing for the statutory obligations on non-

financial reporting as required by the Corporate Social Responsibility Directive (CSRD), which we must fulfil from the 2025/2026 financial year.

Put more simply: from next autumn, we will be obliged to produce a sustainability report that is as well-founded as our financial report.

We see this as an opportunity to develop further. To find new business models, to reduce our carbon footprint, to further develop our working environment. And to strengthen our customer relationships in the long term.



Inside-out perspective: indicates which actual and potential positive and negative impacts our business activities have on different sustainability topics.

Outside-in perspective: indicates the opportunities and risks of sustainability topics for the financial situation of our company and for the sustainability of our business model.

Materiality assessment

Companies have been publishing environmental reports for decades. Large corporations started, and now the SME sector follows.

Sustainability reporting has changed significantly over the past decade. Companies used to touch on as many aspects as possible. Today, we at Big Dutchman think carefully about which points are relevant for us.

This process is called “materiality assessment”. To this end, we held many detailed discussions with a wide range of stakeholders.

In particular with farmers, customers and suppliers, employees and the management team. We also interviewed banks and insurance companies, associations and representatives from politics and the business world. We did not limit ourselves to our home region, but travelled all over the world.

In more than 60 internal and external interviews, we talked about the sustainability issues that are important to us – for all three aspects of an ESG report, i.e. environmental, social and governance.

Our ESG team consolidated the results in several meetings and prioritised them according to their consequences.

What does that mean? We looked at the impact we have on the planet and society (“inside-out impact materiality”). And we analysed the financial impact that the constantly changing world has on us (“outside-in financial materiality”).

The result is illustrated on the left: at Big Dutchman, we will deal with 19 key sustainability topics.

Eight topics are environmental aspects. Here, we will initially focus on the company’s carbon footprint and the carbon footprint of our products.

A further six topics are social aspects, where we will first concentrate on diversity and supplier management.

Regarding governance aspects, we identified five key sustainability topics for us.

The United Nations (UN) have specified a total of 17 Sustainable Development

Goals (SDGs) in their 2030 Agenda. The 2030 Agenda is a global plan to promote sustainable peace, prosperity and the protection of the planet. Since 2016, all countries have been working on translating this shared vision for combating poverty and reducing inequalities into national development plans.

At Big Dutchman, we also want to make a contribution to the United Nations’ sustainability goals: For environmental aspects, our ESG topics support the sustainability goals 12 “Responsible consumption and production” and 13 “Climate action”, for social aspects, the sustainability goals 5 “Gender equality” and 8 “Decent work and economic growth”, and for governance aspects, the sustainability goals 2 “Zero hunger” and 17 “Partnerships for the goals”.

Our strategy for greater sustainability

B

Business culture

- Positive work environment
- Equal opportunities and diversity
- Fair treatment of stakeholders

Innovation and partnerships

- Quality, service and innovative solutions for our customers
- Animal welfare, alternative protein sources and new business areas
- Joint projects with suppliers and customers

Global responsibility

- Value-conscious management and market leadership
- Management of the environmental impact of our supply chain
- Compliance with human rights standards and sustainable procurement



Sustainability strategy

How can we feed 10 billion people?

At Big Dutchman, we are convinced that we need new approaches and co-operations to develop agriculture further. Because in 2058, there will be 10 billion people on the planet. Feeding them without overburdening nature is one of the greatest tasks we are facing as a global society.

Our ESG team has developed our “BIG” sustainability strategy based on this thinking. Our goal: We want to get a little bit better every day. We are engineers and logisticians, software developers and business people. What unites us is that we take responsibility for today’s generation and for future generations. Be it within our own workforce or along the value chain.

We take responsibility for our suppliers. As an international trading company, we want to purchase our goods in a way that conserves resources and minimises our emissions as much as possible.

We take responsibility for our customers. Because durable products and good service help to conserve resources. Economic and ecological ones.

We take responsibility for our colleagues. As an open-minded, responsible employer, we want to become even better in this area in the coming years.

And we take responsibility for the world. Our innovations and strategic partnerships not only ensure the economic growth of our company. We also contribute to feeding the world’s population. Which grows by 226,000 people every day.

A portrait of Marisa Flegel, a woman with long, wavy brown hair, smiling warmly. She is wearing a dark brown blazer over a light-colored, ruffled-neckline top and a delicate necklace with a small pendant. The background is a blurred indoor setting with warm lighting.

Marisa Flegel

Project Assistant to the Board of Management

“Sustainability is the opportunity for long-term competitiveness. I think it’s important that we focus not only on the environment, but also on people. I want to help shape the future of the company – to create a positive impact for our and future generations.”

Environmental Environmental
Environmental

Environmental



The E in ESG stands for Environmental. This topic is probably the most important aspect of a sustainability report.


At Big Dutchman, we focus primarily on our carbon dioxide emissions, i.e. sustainability goals 12 (“Responsible consumption and production”) and 13 (“Climate action”).

When we talk about reducing our carbon footprint as a society today, it is worth taking a look at history. Around 1960, global carbon dioxide emissions were less than ten billion tonnes per year. By 2023, they had increased to 36.8 billion tonnes.

These figures alone give an idea of how big the problem is. And the situation is getting worse rather than better. While we are gradually optimising our carbon footprint in Europe and even in the US, Asia is a different story.

In the two most populous countries of the world, India and China, CO₂ emissions have been rising significantly for years. In India alone by eight per cent in 2023. And China is now responsible for 31 per cent of global CO₂ emissions.

For us as an internationally active company that does around one fifth of its business in Asia/China, this means that we want and need to improve not only in Europe, but worldwide. From our point of view, it is not enough to decide for Germany to be climate-neutral by 2045. As a company, we therefore always think and act globally.



Swetlana Wegner (third from left)
Sales Assistant Pig business unit

“For me, sustainability means using the Earth and its resources in such a way that future generations can also live well. It’s about protecting the environment and treating each other fairly. Fair treatment is the norm at Big Dutchman.”

Electromobility

We refuel with sun from the roof

One of the benefits of Big Dutchman is that we support our colleagues' mobility in an environmentally friendly way. Since the public transport network is not exactly dense here in the countryside, we help our employees with switching to environmentally friendly individual mobility.

We have been offering electric cars for this purpose since 2023. Our fleet now includes almost 130 vehicles. The idea is as simple as it is attractive. Employees can lease a car through the employer as part of a salary sacrifice scheme, and then use this car as a private vehicle. We currently offer cars from Hyundai and Škoda.

If you come to work with this car, you can even charge your battery in our new charging park. 28 charging points are available to our col-

Anna-Lena Tönnies, Assistant in Engineering: "For me, sustainability starts on the way to work. I've been driving a Hyundai Ioniq 5 since 2023. I was able to lease this car at a low price through Big Dutchman. It replaced my five-year-old diesel car. You can't live in such a rural area without a car. But if this car consumes green electricity, we have achieved something."

leagues. The stations are powered by electricity from our photovoltaic system.

By the way: many colleagues form car pools; some of them have been driving to work together for years. This saves additional resources. And it's a great form of team building.

As the Oldenburg Münsterland region is a cycling stronghold with over 2200 kilometres of maintained cycle paths, we also offer bicycle leasing. Whether it's a cargo bike, a Dutch bike, a racing bike or a touring bike for the trip to work – everything is possible. Including with an electric



motor, of course.

Today, 465 colleagues ride leased bikes, propelled by a financial tailwind. Due to the salary sacrifice, they save taxes, making the bike up to 40 per cent less expensive. We are particularly impressed by the many colleagues who come by bike in all kinds of weather. For example Daniel Willenborg from Marketing, who travels 25 kilometres to work every day. He says: "Biking clears your head, even and especially when it's windy. In two and a half years of bike leasing, I've cycled 11,500 kilometres."



Nils Neugebauer
Sales Photovoltaics

"I am particularly fascinated by the possibility of using photovoltaics in combination with energy storage systems and intelligent energy management to supply energy efficiently, sustainably and reliably, thus promoting independence from fossil fuels."

PV systems

We produce 50 %
of our electricity
ourselves



We installed our first PV modules eight years ago and added the 1.7-megawatt system on our logistics centre in 2023.

Northern Germany is generally known for its horrible weather. And indeed: in the nationwide ranking of sunshine hours, Lower Saxony is on the second-to-last position with 1655 hours (ahead of North Rhine-Westphalia, value for 2023).

But every cloud has a silver lining! Despite these conditions, we will produce half of the electricity we need at the Calveslage location ourselves from 2025. Our own PV system now has a total output of almost two megawatts. We also have a battery storage system with 1300 kWh on the premises.

And we are very happy that more and more farmers and industrial customers are interested in our photovoltaic solutions. From our point of view, there is still great potential here. Nils Neugebauer, PV expert at Big Dutchman, says: "We have around 1000 free-range houses for laying hens in Germany. The organic standard stipulates four square metres of outdoor space per bird. And this huge area of fallow land has been largely unutilised to date."

It is now permitted to build ground-mounted PV systems on open spaces of up to eight hectares. The advantage for the chickens: they can roam freely – and when a bird of prey attacks, they simply hide under a solar panel. A win-win situation, so to speak, for the flock and the owner. Only the chicken hawk is left with empty claws ...

A portrait of Maxime Nollet, a man with a beard and short brown hair, wearing a light blue button-down shirt. He is looking slightly to the right of the camera with a neutral expression. The background is a vibrant orange with large, dark, stylized cursive letters, including 'Doo', 'ke', and 'X'.

Maxime Nollet

Director of Engineering

"Privately, I live as carbon neutral as possible. Thanks to PV modules and a new pellet heating system, our family is on the right track. As part of the ESG team, I want to help Big Dutchman become more sustainable as well. For example by making our products even easier to maintain."

Big Dutchman's carbon footprint

We make our footprint visible

A hot summer, heavy rain, storms – 2024 was the warmest year ever recorded. We all feel the climate change. Our colleagues in Asia and America as much as we do at the headquarters in Vechta.

As a company, we take this seriously. We have calculated our global carbon footprint for the first time for this report. All of the around 50 companies belonging to the Big Dutchman group are included.

We were supported in this endeavour by a company from Singapore. We use Unravel Carbon's software to calculate all our direct and indirect emissions (scopes 1, 2 and 3).

We started with scopes 1 and 2. These scopes include our consumption of diesel, petrol and other fuels.

Also the gas and heat we need for our buildings, our electricity consumption and the energy we generate ourselves using PV systems on the roofs of our locations.

In our financial year 2023/24, we consumed a total of around 137,000 gigajoules of energy – this corresponds to around 10,800 tonnes of CO₂ equivalents. It sounds like a lot, but it's actually not that bad. For comparison: the average German commuter (40 km journey to work) generates around 1.5 tonnes of CO₂ equivalents per year for their trip to work alone.

We intend to further expand our CO₂ reporting in the coming year, when we will also consider the remaining emissions (scope 3). Scope 3 includes the so-called upstream and



From next year, we will also calculate the emissions caused by our employees' commute. Our colleague Bernhard Brüse's trips to work are already carbon neutral due to solar power from his home's roof.

downstream emissions, for example emissions of the products and services we purchase and emissions from the movement of goods (i.e. logistics), but also business trips and commuting by our employees.

As soon as we have determined Big Dutchman's full carbon footprint, we will set targets for reducing this footprint.

A man with short, light brown hair and blue eyes, wearing a dark blue polo shirt and light-colored trousers, is sitting and holding a large handful of white, flake-like material (likely recycled paper or plastic) in his hands. He is looking directly at the camera with a slight smile. The background is a blurred industrial setting with large rolls of material.

Torben Witte

Recycling expert and
Sales Energy Systems

“Sustainability is far more than just a buzzword for me – it’s a central component of our daily work. I am convinced that, as a global market leader, we have a duty to set sustainable standards. I know that Big can master this big challenge by finding creative solutions and getting a little bit better every day. And I am proud to be part of it.”

Recycling project

Roll(er) forward: upcycling of manure belts

Left: the original roller, right: the upcycled product made from recycled plastic.



The amount of produced plastics has been rising sharply for around 70 years. In 2023 alone, the global figure amounted to 414 million tonnes. Big Dutchman's products are also partly made of plastics. And it will not always be possible to do without this material in the future. What we can do, however, is think about sustainable recycling.

That's why we have people like Torben Witte in our team. After

training as a precision mechanic and studying industrial engineering, he came to us to write his bachelor's thesis on the recycling of polypropylene.

His theoretical approach turned into a very practical solution. When manure belts used in poultry houses have reached the end of their lifecycle or are damaged, we collect them. We shred them into granulate, clean them, ensure biosecurity. And then

we use them to manufacture new products, such as transport rollers and dirt collecting boxes, which in turn can be used in poultry houses. The result: "By using recycled plastics, we not only save raw materials, but also reduce CO₂ emissions," says Torben Witte.

Just one example of how we will rethink our processes and products in the future. And how we can save valuable raw materials through upcycling.



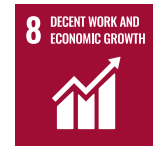
Logistics team

Left to right: Karol Fraczyk, Nico Klauert and Arthur Felde are part of the logistics team in Calveslage.

Social Social Social

Social

We live diversity.
And we love diversity.



Our world is changing. Including the working world. Young employees today have different expectations of their workplace than people 30 or 40 years ago. At the same time, we all have to work more years than the generations before us.

What does this mean for us as a company? We need to rethink work and workplaces. And create a modern environment in which our employees are creative, committed and motivated.

We need exchange in collaborative workspaces. We need spaces where

employees can retreat, either on campus or through mobile work. And we need flexible structures because there are many different lifestyles today – and they change constantly. Single employees, married couples, fathers, mothers and grandparents work for us. Young and older people, people with disabilities and family caregivers. They all have individual needs. Our aim is to respond to these needs.

We want to learn from each other. For example by transferring our solid German vocational training system to our subsidiaries abroad. And by

making talents visible all over the world so we can support them.

At the same time, we make sure that our suppliers around the world comply with appropriate standards and respect the dignity of all employees.

The S in ESG stands for Social. The following pages deal with ESRS S1, i.e. the company's own workforce, and ESRS S2, i.e. workers in the value chain.

Internships abroad

Our trainees can complete a six-week internship at one of our offices worldwide. Intercultural education – also one of our goals. Most recently, seven of our trainees were on the road, from Michigan to Malaysia.



Diversity

We are 41 years old, on average, and come from 48 nations



Felipe Rayzel da Cruz and Gabriela Klodzinski Yoshioka Rayzel are from Brazil. They wanted to gain international experience and now work for us in Calveslage.

Our industry is a very traditional one, and our company campus is located in the countryside. Calveslage has 779 inhabitants. So are we far off the beaten track? Not at all! We have a great connection to the rest of the world – in every respect.

We offer a modern, progressive working environment that is probably unique in the agricultural sector.

Many of us work remotely, and every meeting also takes place virtually. At the same time, we offer an on-site workplace that is characterised by impressive architecture, digitalised offices and, also important, good coffee. In short: Big Dutchman means modern and mobile work. We have numerous scientists with international experience in our team. And many of us come from a farm.

Our in-house training academy guarantees lifelong learning for all employees. We train technicians all over the world. Either with trainers in the regions or here in Calveslage, in our own training centre.

Our working hours are flexible and we allow part-time work as a matter of course.

We are between 16 and over 82 years old. We wear a hoodie or a suit. We have dreadlocks, red, green, grey hair – or none at all, like our big boss. We live “Come as you are.”

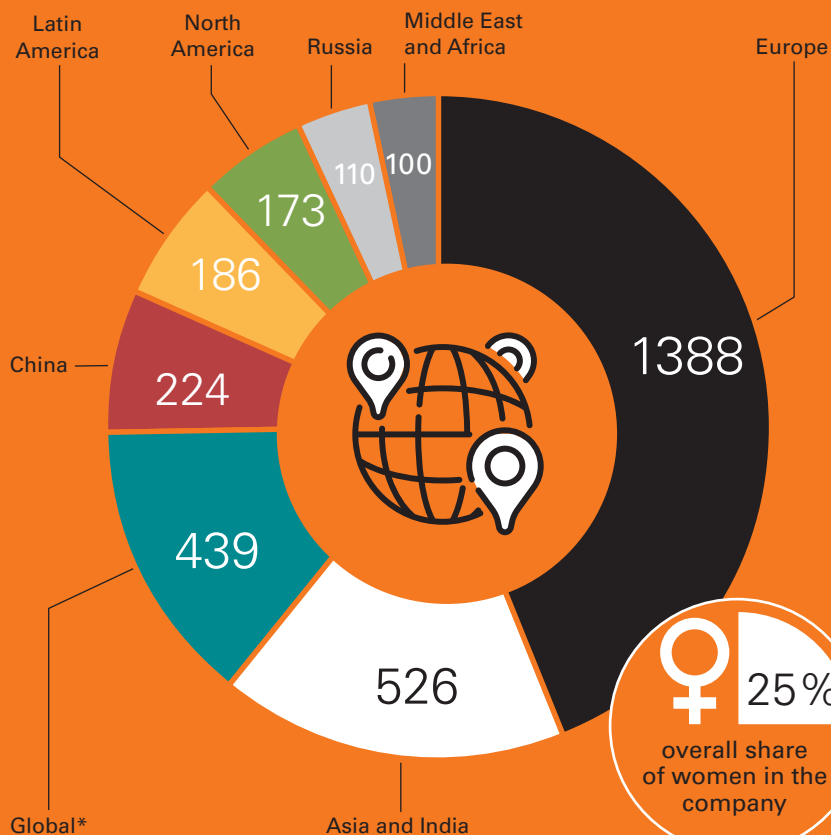
Many employees stay with us for decades. As an employer, we accompany them through their lives, adapting the working environment to their individual needs and stages of life. We help doctoral students

with their doctorate just as much as people who are caring for relatives.

We offer attractive traineeships with the opportunity to work abroad. And our “Generation BIG” development programme is an internal talent pool for all business units at the Calveslage location.

Through our international offices from Michigan to Malaysia, we combine Lower Saxony’s down-to-earth attitude with a view of the big, wide world. Our working language varies from Low German to English. And we have internationalised the local greeting “Moin”!

Distribution of the global workforce



*Roles that cannot be assigned a specific region because they support all regions, e.g. IT or HR. Main locations: Germany and Malaysia.



48 nationalities worldwide

27 nationalities in Calveslage



3146 employees worldwide

98% of employees have permanent employment contracts

92.5% of employees work full time



16.8% of women have leadership positions



820

training sessions
organised in the
past financial year

i.e.
+44.2%
to last
year

with

30,248

hours of classes



127

trainees start
their career
with us



Most loyal employees

Worldwide:
Mary Damstra

53
YEARS

In Calveslage:
Franz Kuper

52
YEARS

Youngest & oldest employees

Andreas Holstein

16
YEARS OLD

Karl-Heinz Heidemann

82
YEARS OLD

Karl-Heinz Tegenkamp

81
YEARS OLD

Daniel Holling

Head of Business Development

“As a volunteer firefighter in my village, I am there for my fellow human beings, day or night. Our village community, our joint commitment to one another also means sustainability to me.”



BIG benefits

Flextime, talent development and prepaid card



This year's winners of the BD Cup, a "Generation BIG" seminar – and Lena Schillmöller, who developed a new, flexible working time model for us.



For us in agriculture, everything revolves around growing and thriving, around sustainable management. This also applies to our employees. We believe that our greatest benefit is talent development. We have various programmes to support the strengths of each individual and to identify up-and-coming leaders. In short: we see each person as an individual. We don't want uniformity, but value each and every employee with their personal skill set. Our goal: developing personalities.

Additionally, we offer modern conveniences such as the option of leasing an e-car or e-bike at a low price.

Our core working hours are from 9:45 a.m. to 2 p.m. For a good work-life balance. In our spare time, we are firefighters, musicians, golfers and amateur cooks.

Employees can use a flextime account to take up to twelve days off per year, on top of the regular annual leave.

Every employee receives the Big Dutchman card in addition to their remuneration: a tax-free, digital prepaid card which the employer tops up with 44 euros every month. Employees can use the card to pay for their shopping or to order pizza after work, for example.

Of course we also have fruit baskets. But no foosball, sorry. We do organise a fun football tournament every year, however: the BD Cup.



**Gideon Mogale (left) and
James van der Merwe**
Trainees Customer Service

“We work in the office near Johannesburg. A few months ago, we were in Calveslage for a one-week training course. We study electrical engineering, complemented by practical training. Big Dutchman covers the tuition fees and also pays us a salary. That’s rare in South Africa.”

Dual training in South Africa

Worldwide service, worldwide training

Moses Gikungu from Kenya has been with Big Dutchman since the beginning of 2019. In the autumn of 2024, the electrician was in Calveslage for several days of training.



There are three flagpoles at the main entrance of the Calveslage location. Every morning, we hoist the flags of the countries from which we currently have guests. In addition to international customers, we are often visited by colleagues from all over the world.

We organise regular training courses over several days in our own training centre, ensuring that our more than 300 technicians worldwide are always up to date. If there is a major software update, our team also receives an update.

We are particularly proud of the fact that we offer young people a qualified training programme – even in regions where this is the exception rather than the rule. For example


in South Africa, where Gideon and James are currently completing a dual study programme at our subsidiary in Johannesburg.

They study electrical engineering at a local university; Big Dutchman bears the costs. At the same time, they are trained on the job as technicians. They work with a qualified colleague in the field on a daily basis. The programme lasts three years and is therefore similar to the dual study programme in Germany.

After completing the programme, the two will be able to work independently and autonomously. Which is important. Because when our

technicians are on the road, they are often on their own. We serve twelve countries on the African continent from South Africa alone. “We are experiencing increasing demand in many regions,” says Alistair Rawstorne, Managing Director of our South African subsidiary. “Be it for maintenance, service tasks or troubleshooting.”

Once Gideon and James have completed two of their three years of training, there will be two new trainees. Qualifying people around the world and offering them career prospects – for us, this is also part of sustainability.

A middle-aged man with grey hair and a beard, wearing glasses and a light-colored sweater, is sitting on a wooden block. He is smiling and looking towards the camera. The background is a blurred indoor setting with warm lighting.

Franz-Josef Moormann
Manager Human Resources

"I used to work in the commercial department of a care facility. So I know what it means when people get old and frail. It's a burden not only for those affected, but also for their relatives. As Big Dutchman's care guides, we are available to advise our colleagues in such situations."

Care guides

Relatives are the largest care service



We are a member of the Oldenburg Münsterland association of family-friendly companies. Care guides from other companies came to Big Dutchman to exchange ideas.


Five million people in Germany are in need of care. And another 1.6 million will be added by 2055. Around 80 per cent of them are cared for by relatives. Including colleagues who work at Big Dutchman during the day. We know this, which is why we have created a care guide system: employees such as Franz-Josef Moormann advise relatives on how and where they can get support.

“Many people don’t realise how varied and extensive the options are,” says Franz-Josef. Together with Carolin Fuxen, also from the HR department, he initiated the care guide system at Big Dutchman.

We co-operate with the “Kompass” organisation from Osnabrück. Their counselling centre has been providing quick, uncomplicated and personal support to family caregivers since 2008. Trained care counsellors are available to support our colleagues at all times.

The service is financed by the public healthcare system and is free of charge for our employees. What is

important to us is that those affected can seek counselling without informing the employer. “We introduced the system in the summer of 2023,” says Carolin Fuxen. “Our aim is to offer our colleagues support and to cover their backs.”



Janna Scherner

Team Leader Supplier Qualification
and Management

“As a mother of two, the topic of sustainability is very close to my heart. Especially the fight against child labour. 160 million girls and boys are affected worldwide. 70 per cent of them work in agriculture. For us as part of the industry, this means that we demand from all our suppliers that they protect human rights and children’s rights.”

Integrity Next

On the way to a green supply chain

Big Dutchman is a company that develops and distributes products – but usually has them manufactured by partners. Since the 2020/2021 financial year, we have been working on making our supply chains transparent, optimising them where necessary.

The renowned Munich-based start-up Integrity Next supports us in this endeavour. Integrity Next offers a software solution that analyses our supply chains, identifies risks relating to the environment or human rights – and helps to eliminate them.

For a few months now, we have had a dedicated team at global level that is responsible for supplier manage-

ment. We currently cover all major purchasing subsidiaries worldwide with their logistics centres in the US, Brazil, Malaysia and China.

What does this mean exactly? We ask all our suppliers under what circumstances they manufacture our products. This includes questions regarding working conditions, human rights, environmental protection, responsibility in the supply chain and corruption. In addition to the mandatory information, we also request data protection and quality management details.

We are regularly in contact with our suppliers and visit them to check whether their information is plausible.

Our goal: we want all relevant suppliers (turnover \geq EUR 50,000 per year) who directly supply us with goods to accept and support our Code of Conduct. In the long term, we only want to work with suppliers which are considered “green” according to the traffic light logic implemented by Integrity Next. We go far beyond the legal requirements at this point. More than 330 suppliers worldwide already fulfil these increased requirements. And the number grows every day. This enabled us to award 70 per cent of our direct purchasing orders to “green” suppliers in the 2023/2024 financial year.

Bridge restaurant

Calveslage

We opened our new staff restaurant in 2020. It offers employees and guests freshly cooked meals every day. From classic home-cooking dishes to vegan bowls.



Governance

Governance

Governance

Governance



Our company was founded more than 85 years ago. Today, we are more successful than ever before because of good corporate governance.

We are not interested in just making a quick buck. We have a long-term goal: healthy, sustainable growth. Big Dutchman is currently being run by the second generation. Our aim is to pass the company on to our descendants one day.

We therefore need guidelines which focus on the big picture – and which, at the same time, show us the way in our everyday lives.

To achieve this, we must protect ourselves, our employees, customers and suppliers. By strictly complying with laws and our own rules. A code of conduct not only helps us to set out clear rules when working together. It also ensures that we are fair to others.

And, an increasingly important topic: we need data security. At Big Dutchman alone, we experience dozens of attacks on our IT systems every month. Protecting these systems is essential for our survival.

All of these points together ensure that we are well equipped for the future. After all, good corporate governance also includes celebrating the 100th birthday with a great fanfare! We are ready to party ...



Lars Vornhusen
Head of Legal

“My office wall is decorated with pictures painted by my children. As a father, I realise that companies bear responsibility for future generations: If we act sustainably today, we will create a world in which our children, grandchildren and great-grandchildren can also live and grow.”

Compliance management system

Here in the Süddoldenburg region, a handshake still counts. But a globally operating company needs more, of course. Our high standards of conduct have ensured our customers' trust for decades. And rightly so.

Compliance management system

We comply with all relevant laws and regulations. We issued a Compliance Guideline back in 2016. It helps all employees and us as a company to recognise and avoid compliance risks at an early stage or to deal with them appropriately. Together with its annexes, the Compliance Guideline forms the compliance management system of the Big Dutchman group.

Code of conduct for our employees

Our Code of Conduct is binding for all Big Dutchman employees. We attach particular importance to fair competition, combating corruption, avoiding conflicts of interest and maintaining confidentiality. In addition, we follow binding guidelines, specifically regarding the prevention of money laundering, compliance with data protection regulations and the protection of human rights.

Code of conduct for our suppliers

As an internationally active group of companies, sustainability aspects are an integral part of our business processes. We not only consider process-related, economic and technical aspects in our procurement activities, but also social and ecological

criteria. To this end, we have a Code of Conduct for suppliers (which is also distributed via Integrity Next). It governs conduct towards employees (such as child labour and forced labour, discrimination and inclusion, remuneration and working times), safety and health in the workplace,



Warehouse Bakum

In addition to our large logistics centre in Calveslage, we operate a second warehouse in Germany, directly at the A1 motorway. We use wooden crates for many shipments, which farmers like to reuse.



We offer our employees a safe, attractive and modern workplace and provide them with regular training. Many of our staff appreciate this – like Logistics employee Ali Güvenc.

environmental protection, waste disposal, product stewardship, data protection (GDPR) and conduct in the business environment. Specifically, this concerns the prohibition of corruption and bribery, invitations and gifts, prevention of conflicts of interest, fair competition and anti-trust laws, money laundering, embargoes and trade law.

Human Rights Policy Statement

We have adopted a Human Rights Policy Statement. It covers topics such as child labour and forced labour, discrimination and inclusion, working conditions, data protection (GDPR), environmental protection, law and compliance. For us, these are not just empty words; we require every single employee to adhere to these rules, both as a group and individually.

Export control

Big Dutchman sometimes supplies equipment to politically unstable countries, since people need food in all parts of the world. These countries may be subject to sanctions. To

ensure that we do not violate export restrictions, we check both our products and our business partners for possible restrictions on a daily basis in accordance with our export guidelines before our products are shipped.

Whistleblowing system

Our aim is to recognise violations of statutory provisions or internal compliance rules as early as possible so we can initiate appropriate countermeasures and avert potential damage to customers, employees, business partners and the companies of the Big Dutchman group. To this end, we introduced an electronic whistleblowing system in 2018. It enables our employees and, since 2024, also external third parties to notify us anonymously, quickly and easily about violations of statutory provisions or compliance rules via our intranet or website.

Training concept

Since 2018, our employees have been completing at least one annual e-learning course to train on key



compliance topics, in particular preventing money laundering, combating corruption, avoiding conflicts of interest, maintaining confidentiality, and fair competition. In addition, there are regular training courses on changing topics such as IT security, occupational safety and data protection.

A man with short brown hair, wearing glasses and a blue blazer over a white shirt, is looking through vertical metal bars. He is holding onto one of the bars with his right hand. The background is a blurred outdoor setting with a building and some greenery.

Florian Reinke
Information Security Officer

"I make sure that nobody gets past our digital security fences. As Information Security Officer, I am a consultant, supporter and auditor in matters of information security. My work is proactive and preventive. And closely linked to our IT and other departments."

Information security

We fend off cyberattacks every day

Cyberattacks are one of the biggest threats in our everyday lives. We have to secure 8602 IT systems from Calveslage to Kuala Lumpur. Protecting our own and our customers' data is essential.

Cybercriminals now also use artificial intelligence. For example by imitating the voice of a colleague on the phone who says: "Please transfer 500 euros to me real quick."

This is not an abstract risk, but has long become a reality. We experienced exactly this case at our office in Asia. Florian Reinke, our Information Security Officer (ISO) and crisis coordinator for Big Dutchman, says: "We are faced with cyberattacks every day. And with one security-relevant incident every month."

We have braced ourselves for this. In 2021, we introduced a standardised security concept, and we regularly rehearse emergencies. Our crisis situation centre and our crisis team are ready for action within minutes.

Attackers usually aim to make a financial profit by stealing or encrypting data so they can demand a ransom or sell the stolen information in the dark web. "Recognising such attacks and initiating countermeasures is our goal," says Florian. Should attackers ever be successful despite these measures, we have solutions to keep operations running. A key component of our crisis management is the use of a redundant and independent communication platform.

The most important aspect is to sensitise our colleagues through regular training. We have also simplified the reporting system for phishing emails – with a dedicated button in Microsoft Outlook.

Because one fact applies to all IT security concepts: "Phishing attacks continue to be the primary gateway for cyberattacks," says Florian Reinke.



The crisis team regularly practises for emergencies in the crisis centre at the Calveslage location. Specially trained colleagues from a wide range of departments come together here within a few minutes.



Henrik Hochartz
Trainee IT specialist
for system integration

“You immediately notice that Big Dutchman is a family business. Everyone greets each other on campus and as trainees, we are supported and encouraged by our trainers. In short: I am recognised as a person here. Unlike in many large tech companies, where I could also work as a computer scientist – but where I would just be a number.”

Information security covers all ESG aspects

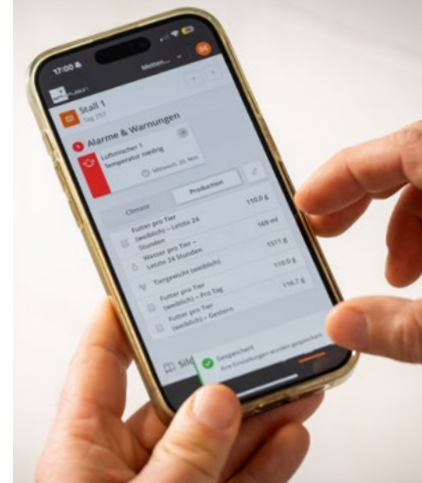
Information security as an essential component of corporate governance (G)

Our information security management system (ISMS), which is certified according to VdS 10000, forms the basis of our security architecture. It covers the headquarters in Vechta as well as the majority of our subsidiaries, and we are continuously working on integrating all our global locations into the ISMS.

Social responsibility and data protection (S)

Social responsibility also includes the protection of sensitive information. At Big Dutchman, we attach particular importance to the protection of customer data and compliance with data protection laws. Our data protection policies and practices are designed to meet the highest standards and to counter the risks of cybercrime. Through regular training, we raise our employees' awareness regarding the importance of cybersecurity.

Our customers can already monitor their livestock buildings via app. Protecting sensitive data is one of our most important tasks.



Sustainability and risk management (E)

Although information security is primarily assigned to the governance and social aspects of ESG, it also has an impact on the environmental dimension of the ESG criteria. Our business continuity management (BCM) ensures that our systems and processes are resilient and efficient, even in critical situations. By minimising downtimes and guaranteeing the stability of our operational procedures, we contribute to sustainable resource management. Emergencies that could lead to significant

ecological or business damage are mitigated by our crisis management system.

Our BCM programme ensures that we can react quickly and in a structured manner to serious incidents.

By conducting at least four emergency drills a year, we make sure that our plans remain up-to-date and that decision-makers are able to act efficiently in a crisis.

Environmental information – climate change

Big Dutchman's carbon footprint (ESRS 2 – E1-5, E1-6)	FY 2022/23		FY 2023/24		Year-on-year change	
	GHG emissions (t CO ₂ e)	Energy (GJ)	GHG emissions (t CO ₂ e)	Energy (GJ)	GHG emissions	Energy (GJ)
Scope 1 emissions						
Diesel	4230	56236	4212	55994	- 0.4 %	- 0.4 %
Petrol	1303	18341	1420	19989	+ 8.3 %	+ 8.2 %
Gas	1282	22832	1249	22249	- 2.6 %	- 2.6 %
Other*	21	316	190	460	+89.0 %	+ 31.3 %
Total	6836	97725	7072	98692	+ 3.3 %	+ 1.0 %
Scope 2 emissions						
Current	3282	31481	3746	34192	+ 12.4 %	+ 7.9 %
Heat (gas)	22	749	18	518	- 22.2 %	- 44.6 %
Heat (wood)	0	481	0	862	n/a	+ 44.2 %
In-house electricity generation (PV)	0	1347	0	2629	n/a	+ 48.8 %
Total	3304	34058	3764	38201	+ 12.2 %	+ 10.8 %
Total scopes 1 and 2	10140	131783	10836	136893	+ 6.4 %	+ 3.7 %

*"Other" includes emissions from the use of cooling agents. GJ = gigajoules, t CO₂e = tonnes of carbon dioxide equivalents

Social information – own workforce

Regions (ESRS 2 – S1-6)	FY 2022/23	FY 2023/24	Year-on-year change
Total	3044	3146	+ 3.4 %
Global*	397	439	+ 10.6 %
Europe	1288	1388	+ 7.8 %
Middle East and Africa	103	100	- 2.9 %
Russia	111	110	- 0.9 %
Asia and India	540	526	- 2.6 %
China	264	224	- 15.1 %
North America	149	173	+ 16.1 %
Latin America	192	186	- 3.1 %

*All roles that cannot be assigned a specific region because they support all regions, e.g. IT or HR, are summarised under “Global”. The majority of these colleagues are based at the main locations in Germany and Malaysia.

Diversity (ESRS 2 – S1-9, S1-12)	FY 2022/23	FY 2023/24	Year-on-year change
Total (absolute)	3044	3146	+ 3.4 %
Male	76.0 %	75.0 %	- 1.0 %
Female	24.0 %	25.0 %	+ 1.0 %
< 30	19.5 %	22.3 %	+ 2.8 %
30–50	56.4 %	54.6 %	- 1.8 %
> 50	24.0 %	23.0 %	- 1.0 %
Trainees (absolute)	129	127	- 1.5 %
Employees with disabilities (absolute)	17	17	-

Women in leadership (ESRS 2 – S1-9)	FY 2022/23	FY 2023/24	Year-on-year change
Women on the Supervisory Board (absolute)	1	1	-
Women on the Board of Management (absolute)	0	0	-
Women in leadership	15.4 %	16.8 %	+ 1.4 %
of which full-time employees (>= 35 h)	13.6 %	15.0 %	+ 1.4 %
of which part-time employees (< 35 h)	1.8 %	1.8 %	-
Employment relationship (ESRS 2 - S1-6, S1-11, S1-15)			
	FY 2022/23	FY 2023/24	Year-on-year change
Total (absolute)	3044	3146	+3.4 %
Employees subject to social insurance contributions	99.9 %	99.9 %	-
Full-time employees (>= 35 h)	92.9 %	92.5 %	- 0.4 %
of which men	73.4 %	72.3 %	- 1.1 %
of which women	19.5 %	20.2 %	+ 0.7 %
Part-time employees (< 35 h)	7.1 %	7.5 %	- 0.4 %
of which men	2.8 %	2.9 %	+ 0.1 %
of which women	4.3 %	4.6 %	+ 0.3 %
Temporary contracts	1.9 %	2.0 %	+ 0.1 %
of which men	1.4 %	1.4 %	-
of which women	0.5 %	0.5 %	-
Permanent contracts	97.9 %	98.0 %	+ 0.1 %
of which men	73.0 %	73.5 %	+ 0.5 %
of which women	24.9 %	24.5 %	- 0.4 %

Continuing education* (ESRS 2 – S1-13)	FY 2022/23	FY 2023/24	Year-on-year change
Training courses	912	820	- 10.1 %
Training participants	9954	10602	+ 6.5 %
Training hours	20980	30248	+ 44.2 %
Global**	25.5 %	32.5 %	+ 48.2 %
Europe	25.8 %	27.8 %	+ 32.4 %
Middle East and Africa	4.5 %	3.2 %	+ 0.3 %
Russia	0.7 %	0.4 %	- 0.4 %
Asia and India	21.1 %	8.3 %	- 20.2 %
China	1.8 %	0.4 %	- 2.8 %
North America	1.2 %	0.5 %	- 1.3 %
Latin America	6.5 %	1.4 %	- 10.3 %
None	12.9 %	25.5 %	+ 54.1 %

*These figures do not yet include all fully consolidated companies of BD, but for the time being only the companies at the main locations in Asia and India, China, Germany, Latin America, North America and Russia.

**All roles that cannot be assigned a specific region because they support all regions, e.g. IT or HR, are summarised under “Global”. The majority of these colleagues are based at the main locations in Germany and Malaysia.

Reportable incidents* (ESRS 2 – S1-14)	FY 2022/23	FY 2023/24	Year-on-year change
Total	22	33	+ 50.0 %
of which workplace accidents	18	30	+ 66.7 %
of which commuting accidents	4	3	- 25.0 %
Rate per 1000 employees**	8.9	13.4	+ 49.7 %
Fatalities due to work-related injuries	0	0	-

*These figures do not yet include all fully consolidated companies of BD, but for the time being only the companies at the main locations in Asia and India, China, Germany, Latin America, North America and Russia.

**The accident rate per 1000 employees refers to the number of reportable incidents that occurred per 1000 full-time employees. In Germany, the average value for the industrial sector in 2023 was 20.9 (23.3 for the trade and logistics industry), while the average value for the public sector was 7.5 (source: <https://www.dguv.de/de/zahlen-fakten/au-wu-geschehen/au-1000-vollarbeiter/index.jsp>).

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