

SUSTAINABILITY REPORT

2022

STRÖER SE & CO. KGAA

STRÖER

Contents

1 | FOREWORD

2 | FOREWORD BY THE SUPERVISORY BOARD ESG OFFICER OF STRÖER SE & CO. KGAA

3 | ABOUT STRÖER

4 | SUSTAINABILITY AT STRÖER

Efficiency, innovation, responsibility

4.1 Commitment to sustainable practices	10
4.2 Sustainability strategy	13
4.3 Sustainability management system	16
4.4 Materiality analysis and reporting topics	21
4.5 Stakeholder dialogue	23
4.6 EU taxonomy: 2022 report	24
4.7 ESG ratings	29

5 | ENVIRONMENT

Working toward net zero

5.1 Environmental management	31
5.2 Climate strategy	32
5.3 Advertising media	39
5.4 Fleet and business travel	40
5.5 Sustainable office	40
5.6 Commuting by employees	41
5.7 Materials management	41

6 | EMPLOYEES

Focus on people

6.1 HR management	44
6.2 Knowledge and involvement	49
6.3 Diversity	50
6.4 Staff development	53
6.5 Fair working conditions	55
6.6 Occupational Health and safety	57
6.7 Voluntary employee benefits	58

7 | BUSINESS PARTNERS AND SOCIETY

Sustainable solutions

7.1 Advertising media and street furniture	60
7.2 Posters that benefit the environment	63
7.3 Reach for sustainability topics	64
7.4 Pro bono advertising	64
7.5 Product stewardship	66
7.6 Sustainable supply chain and human rights	69
7.7 Corporate citizenship	71

8 | GOVERNANCE

Acting in a way that builds trust

8.1 Corporate governance	73
8.2 Governance, risk & compliance system	80
8.3 Information security	81
8.4 Data protection	82
8.5 Compliance	84
8.6 Other areas of GRC	86
8.7 Political relationships	88

9 | APPENDIX

9.1 About this report	91
9.2 Group non-financial report of Ströer SE & Co. KGaA	93
9.3 GRI content index	94
9.4 Further notes	99

1 | Foreword

**Dear Reader,
Dear Shareholder,**

Russia's war of aggression against Ukraine on the heels of two years of the COVID-19 pandemic brought new and equally pressing challenges for us all. Supply chain difficulties, rocketing energy and raw material prices, a considerable uptick in inflation, and a darkening global economic outlook were the most tangible impacts on the macroeconomic environment. They served to highlight the importance of a robust, flexible, and crisis-resistant strategy for doing business. Thanks to our OOH+ strategy and the focus on Germany, we have risen to the challenges posed by the new normal.

Our position as the No. 1 in digital out-of-home advertising (DOOH), the No. 1 in local out-of-home advertising, and the No. 1 in the out-of-home advertising market as a whole is a solid basis for our enduring success. Our robust and resilient positioning enabled us to limit the negative effects on our core OOH business of the overall downturn in the advertising market over the course of the year, with OOH business outperforming other types of advertising. We also drew on our potential to expand areas of growth, such as our digital OOH advertising business, and forged ahead with building AsamBeauty and Statista.

Expanding our digital communication infrastructure dovetails perfectly with our sustainability strategy. Compared with traditional out-of-home advertising, our digital media has virtually eliminated the consumption of materials (paper and adhesive), the travel involved in changing the posters, and the disposal of the waste. It also cuts greenhouse gas emissions thanks to the use of 100% green electricity in Germany. Additionally, it can be used to inform the population about dangerous situations as they happen thanks to the integration with municipal warning systems.

Sustainability is a very complex topic and, for us, it is not just about reducing CO₂ emissions: We also focus on social aspects of sustainability. For example, we offer pro bono advertising to charities and non-profit organizations to enable them to raise awareness for their cultural or aid projects in high-reach locations using our digital and conventional advertising media. Ströer has supported hundreds

of projects and initiatives in this way in recent years, with a media volume of more than EUR 20 m per year. In terms of products, our subsidiary blowUP media has converted its giant poster business to Green Line poster material, which, depending on the product type, is not only PVC-free, but also made from up to 100% recycled materials.

These examples underscore how hard we are working to consolidate out-of-home advertising's leading position as the most sustainable medium on the market – both in digital and analog formats. The higher weighting we give to the mass medium of OOH, and especially digital OOH, means that we are already shrinking the carbon footprint of each advertiser's individual campaign. According to calculations by Green GRP, a German media industry initiative, (D)OOH is by far the most energy-efficient and resource-efficient medium per contact generated and has the lowest carbon footprint of the entire media mix. We now want to utilize the medium's structural advantage to help deliver on our aspirations. These aspirations are documented in the 2030 climate strategy that we defined in 2022 and that sets out our greenhouse gas reduction targets in numbers in the period to 2030. The net-zero standard of the Science Based Targets initiative (SBTi) was a crucial guide for us as a Group in this regard.

Ströer's sustainability activities were wide ranging in 2022. In July 2022, we published the Ströer Social Charter, which documents the values and social principles that we as an international group undertake to observe when doing business. We also documented our product stewardship in our principles of ethical advertising and our journalistic principles in 2022. And we successfully concluded a project preparing ourselves for the government's Supply Chain Due Diligence Act (LkSG), which came into force on January 1, 2023. In this context, Ströer implemented a routine process to monitor and prevent human rights risks in the Group companies.

All told, a multitude of individual measures helped to further enhance the sustainability performance of the Ströer Group in 2022, including in





the area of governance, where we improved the robustness of our systems across the board. Furthermore, Ströer established processes for systematically managing medium- and long-term ESG risks and opportunities in the reporting year, including climate risks.

Our aim is clear: Ströer wants to set a good example and become the leader in sustainability within

the German advertising industry. We firmly believe that this is the right thing to do in order to ensure the long-term success of the Company whilst doing justice to our responsibility as a business. And we would like you to be a real part of this endeavor.

On behalf of the general partner
Udo Müller | Christian Schmalz | Henning Gieseke



2 | FOREWORD BY THE SUPERVISORY BOARD ESG OFFICER OF STRÖER SE & CO. KGAA

Dear Reader,

In recent years, policymakers at the level of the European Union and within its individual member states have clearly stated their sustainability ambitions. They have outlined in ever greater detail what sustainable business should look like and have also created ever more specific legislation on how to report on sustainable and non-sustainable business practices.

In 2022, the EU taxonomy and the associated disclosure requirements were a particular area of focus that will play a major role as they are implemented and expanded over the next few years. The reporting year also saw the Company prepare for the January 1, 2023, enactment of LkSG, which implements the United Nations Guiding Principles on Business and Human Rights in Germany. With the European Parliament adopting the Corporate Sustainability Reporting Directive (CSRD) in November 2022, the groundwork was also laid for non-financial reporting obligations to be radically expanded in the EU from 2024.

The past twelve months have demonstrated how sustainability is racing up the agenda at international and national level with repercussions for businesses, consumers, investors, and business partners. Ströer was an early adopter of sustainability and has continually improved its products, processes, and the associated reporting over the past three years as part of its 2030 sustainability strategy.

Ströer is therefore well prepared for the enhanced reporting framework. Many of the statutory requirements and provisions are actually a reflection of general trends that can be observed in the market and in customer behavior. For example, the fact that Ströer still intends to be climate-neutral by 2025, in spite of the depressed economic conditions and very volatile energy prices, was very well received by the market. The 2030 climate strategy that we adopted at the end of 2022 underscores Ströer's clear philosophy and also sets additional specific greenhouse gas reduction targets for the Group in the period until 2030.

But Ströer has not only made enormous progress in energy use and the climate in recent years; 2022 also saw it make significant progress in social matters and corporate governance. I would like to make special mention of our new ESG target focused on CO₂e emissions that will help us to assess progress toward reducing greenhouse gas (GHG) emissions on an annual basis. In the long term, this target will be incorporated into Ströer's system of performance-related Board of Management remuneration as a short-term incentive (STI) multiplier. I also consider the ongoing development of ESG risk management to be important for recognizing non-financial risks at an early stage and taking countermeasures. Ströer made so much progress in the area of sustainability in 2022 and this is reflected in its much-improved sustainability ratings from independent agencies.

As the Supervisory Board ESG officer of Ströer SE & Co. KGaA, I consider this trend to be encouraging and also necessary. It is encouraging because it strengthens Ströer's future competitive position as a pioneering industry leader. And it is necessary because climate change and regulatory changes require a concerted effort in order to take action on the climate and to comply with all statutory requirements while also building a competitive advantage.

The measures taken and initiated in 2022 will turn Ströer into an even more sustainable company and put it on an even better footing, not just from an environmental perspective. I am honored to continue to support Ströer on this auspicious journey.

Martin Diederichs

Supervisory Board ESG Officer
Ströer SE & Co. KGaA



3 | ABOUT STRÖER

Ströer in facts and figures



Headquartered in
Cologne, Germany



Around **100** locations



Three segments:
OOH Media (incl. public video)
Digital & Dialog Media
DaaS & E-Commerce

Publicly listed

and included in the German **MDAX**



Revenue of
EUR 1.77 b
in 2022, of which
almost **90%** generated
in Germany



EBITDA (adjusted) of
EUR 541 m



Around **300,000**
advertising media



10,576 employees
from around **110** countries
in 2022

More than 97%
of employees
based in the EU



161 trainees and
degree apprentices in 2022



71.7%
green electricity used in 2022



42.5%
reduction in the Group's greenhouse gas
emissions in 2022 compared with 2019
(adjusted)

Business model

Ströer SE & Co. KGaA, a listed German company with its headquarters in Cologne, is a leading provider of out-of-home and online advertising in Germany as well as all forms of dialogue marketing. It also operates 'data as a service' services (DaaS) under the Statista brand and an online cosmetics store under the AsamBeauty brand.

Ströer's core business is out-of-home advertising. The Out-of-Home Media (OOH) segment comprises all forms of out-of-home advertising including digital out-of-home (DOOH) advertising. In the out-of-home business, Ströer uses around 300,000 advertising media in Europe, predominantly in Germany. The service offering includes traditional formats, such as posters or screens and projectors, and digital formats featuring LED/LCD



screens. Since 2021, Ströer has used the generic term 'public video' to describe all advertising spaces that are at least 2 m² in size and digital. The product portfolio includes bus and tram shelters that, while being part of local public transport infrastructure, simultaneously function as advertising media. The out-of-home advertising business has a diversified portfolio of contracts with private and public-sector owners of land and buildings that give Ströer advertising concessions for high-traffic sites.

In the Digital & Dialog Media segment, Ströer provides solutions for the marketing of online advertising in the context of proprietary and third-party content. The scalable products marketed on this basis range from branding and storytelling to performance, native advertising, and social media. The websites include t-online.de and watson.de as well as special interest portals such as giga.de, familie.de, desired.de, and kino.de. Ströer Digital Media GmbH is ranked the No. 1 digital marketer in Germany by the German Association of Online

Research (AGOF), making it one of the most important display and mobile marketers in the German advertising market.

The Digital & Dialog Media segment also encompasses the companies Ströer X and the Ranger Group. Ströer X is responsible for dialogue marketing within the Group and is one of the largest providers of call-center capacity in Germany. The Ranger Group is a field sales specialist, providing direct sales services. Finally, the Statista and Asam-Beauty brands operate in the DaaS and E-Commerce sectors respectively.

As at the end of 2022, the Group employed 10,576 people at approximately 100 locations around the world. Ströer generated revenue of EUR 1.77 b in 2022. Just under 90% of its revenue was earned in Germany; other sales markets were the US, France, and Poland. The [🌐 2022 annual report of Ströer SE & Co. KGaA](#) contains detailed information on Ströer's business model and additional financial metrics.

Key figures for the Ströer Group*

EUR m	2020	2021	2022
Revenue	1,442.2	1,627.3	1,771.9
EBITDA (adjusted)	452.8	513.3	541.4
Exceptional items	-22.5	-5.9	0.8
EBITDA	430.2	507.3	542.2
Amortization, depreciation, and impairment	-335.3	-310.1	-303.5
■ thereof attributable to purchase price allocations and impairment losses	-59.3	-45.9	-27.3
EBIT	94.9	197.3	238.7
Net finance income/costs	-34.0	-28.6	-27.9
EBT	60.9	168.7	210.8
Taxes	-12.7	-38.5	-59.0
Consolidated profit or loss for the period	48.2	130.3	151.8
Adjusted consolidated profit or loss for the period	126.0	170.2	171.5
Free cash flow (before M&A transactions)	284.6	325.1	248.3
Net debt (Dec. 31)	602.2	612.3	718.0

* From continuing operations



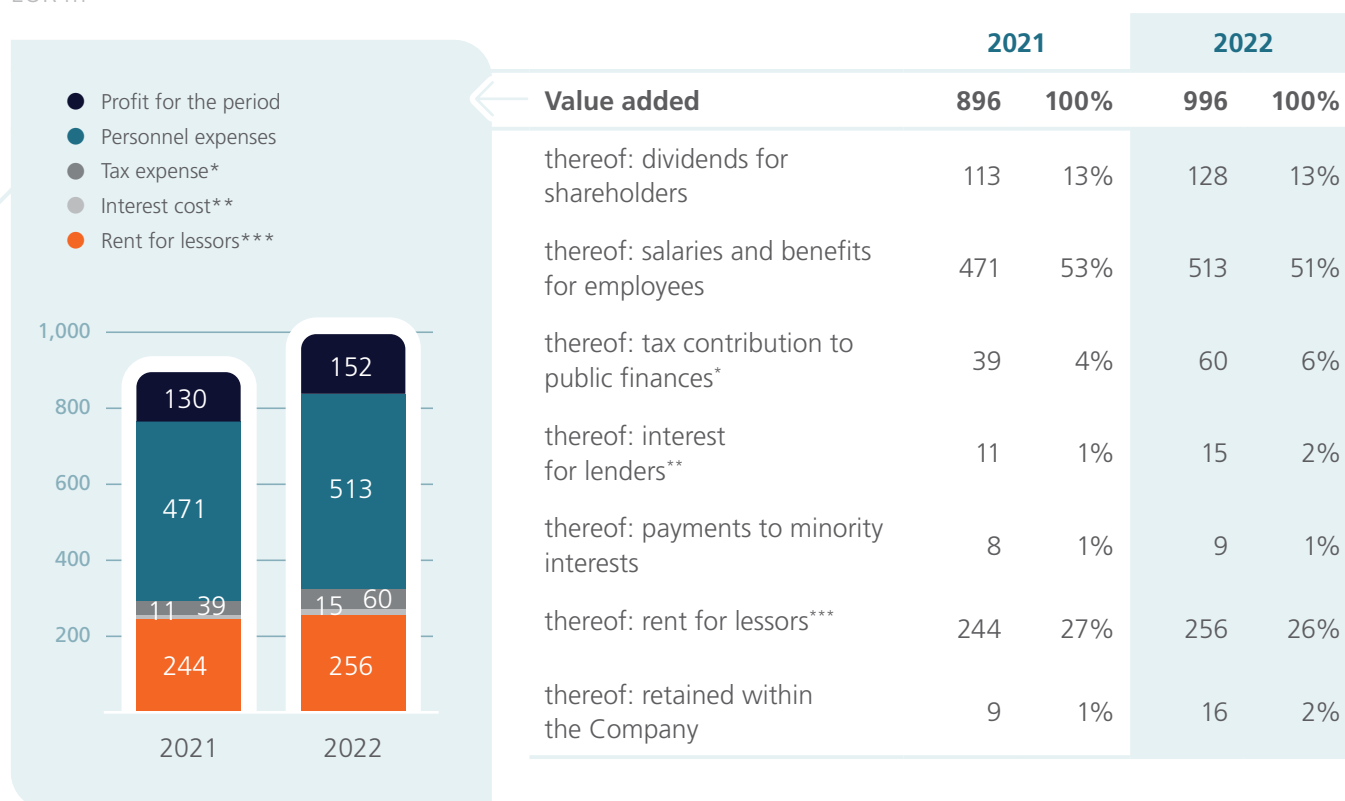
Value added statement

In all three of its segments, Ströer's products and solutions create value for its stakeholders across the entire value chain. In addition to payments to lessors, a large share of the revenue generated by Ströer flows to the Group's employees as salaries and benefits. As an employer, Ströer creates jobs and purchasing power. By paying taxes and duties

and working with local authorities, the Group contributes to the public coffers. Ströer's digital advertising media and street furniture make a considerable contribution to public communications and transport infrastructure. The Group's shareholders also benefit from dividend payments and our lenders enjoy steady streams of interest income.

Value added statement for the Ströer Group

EUR m



* Income tax plus 'other' taxes (vehicle tax, property tax)

** External interest cost plus guarantee and commitment fees

*** Rent and royalties plus IFRS 16 (depreciation, interest)





4 | Sustainability at Ströer

EFFICIENCY, INNOVATION, RESPONSIBILITY



4.1 COMMITMENT TO SUSTAINABLE PRACTICES

Transitioning to sustainable ways of living and doing business poses a key challenge for humanity. It requires concerted and decisive action from policy-makers, businesses, and society at local, national, and international level in order to secure a sustainable future for people and the environment. Climate action and the achievement of the goals under the 2015 Paris Agreement (COP 21) are of vital importance in this regard.

Ströer has a long tradition of acting sustainably, based on the belief that sustainability and business success go hand in hand. Ströer is resolutely committed to the 17 Sustainable Development Goals (SDGs) of the United Nations. The Group plays its part in helping to achieve the goals of the 2030 global sustainability agenda and the related national sustainability strategy of the federal government. Ströer is also committed to the ten principles of the UN Global Compact.

Ströer focuses on the areas where the Group can make a particular contribution, such as climate action, initiatives for making cities and municipalities sustainable, and promoting diversity among our employees. The Group offers solutions to support the process of transitioning to a sustainable future. Ströer also aims to avoid potential adverse impacts on people and the planet or, where avoidance is not immediately possible, to continuously reduce them.

As a company based in Germany, Ströer supports the multilateral frameworks in the area of sustainability that have been ratified by the federal government – such as the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the fundamental conventions of the International Labour Organization (ILO).

These are reflected in Ströer’s core policies, including the [Code of Conduct](#), the [Ströer Social Charter](#), and the [Code of Conduct for Suppliers and Business Partners](#). Ströer reports annually on its sustainability efforts in line with the internationally recognized Global Reporting Initiative (GRI) standards.

The Group continually builds on these foundations to enhance its sustainability strategies and initiatives. Ströer’s portfolio of products helps customers to choose the most environmentally friendly method of advertising. Social and environmental impact is specifically measured in order to improve the Group’s sustainability performance. Ströer assumes responsibility for its supply chain and has established processes in its product stewardship for reviewing, correcting, or blocking advertising content in order to uphold legal and moral standards. The Company continually evolves its corporate governance systems in order to incorporate the latest technological, regulatory, and civil requirements. This helps Ströer to boost its future competitiveness and fulfill the ambitions set out in its sustainability strategy.

















Sustainable Development Goals of the United Nations



How Ströer contributes to the UN Sustainable Development Goals

The UN Sustainable Development Goals outline the global understanding of what constitutes sustainable development, fleshed out in 17 specific goals. They are the cornerstone of political agendas for national strategies and initiatives everywhere Ströer operates. The SDGs provide a key framework that companies can use to align

their sustainability efforts and take them forward. Ströer contributes in a number of ways to achieving the 17 SDGs, particularly the 13 SDGs that directly relate to the key themes of this report and that are the focus of our activities in relation to the SDGs. In 2022, the Group's activities centered on the following overarching activities:

SDG	Influence*	Highlights in 2022	Chapter
		<ul style="list-style-type: none"> Responsible tax strategy maintained 	8.7
		<ul style="list-style-type: none"> Pro bono advertising provided for organizations fighting poverty 	7.4
		<ul style="list-style-type: none"> Accidents at work slashed to 47 	6.6
		<ul style="list-style-type: none"> Flexible working models established during the COVID-19 pandemic for employees' health and wellbeing 	6.3, 6.6
		<ul style="list-style-type: none"> Ongoing continuing professional development provided with an average of 22 training hours per employee 	6.4
		<ul style="list-style-type: none"> Proportion of trainees in the workforce maintained at 1.5% year on year 	6.4
		<ul style="list-style-type: none"> Percentage of women in leadership positions increased to 36% in the Ströer Group 	6.3
		<ul style="list-style-type: none"> Broadly even gender distribution maintained with 52% women and 48% men in the workforce as a whole 	6.3
		<ul style="list-style-type: none"> Share of renewable energies in the electricity used by Ströer increased to 71.7% 	5.2
		<ul style="list-style-type: none"> Revenue growth trend continued in 2022 (up by 9%) 	3
		<ul style="list-style-type: none"> All duties and responsibilities as an employer met 	6.1–6.7
		<ul style="list-style-type: none"> Digital advertising media and street furniture equipped with new functions 	7.1
		<ul style="list-style-type: none"> Information security and data protection systems enhanced 	8.3, 8.4
		<ul style="list-style-type: none"> Clear commitment to anti-discrimination and equal opportunities enshrined in the Ströer Social Charter 	6.5
		<ul style="list-style-type: none"> Training measures made available for all employees 	6.4



SDG	Influence*	Highlights in 2022	Chapter
	●●●●	<ul style="list-style-type: none"> ■ Infrastructure: number of digital advertising media integrated in municipal warning systems increased to almost 6,500 ■ Responsibility for advertising content documented in our Principles of Ethical Advertising and our Journalistic Principles 	7.1 7.5
		<ul style="list-style-type: none"> ■ Introduction of digital supplier platform EcoVadis IQ commenced and Supply Chain Due Diligence Act preparations concluded ■ Responsible materials management implemented 	7.6 5.7
	●●●●	<ul style="list-style-type: none"> ■ New Ströer 2030 climate strategy defined ■ ESG target set that focuses on CO₂ emissions 	5.2 5.2
	●●●●	<ul style="list-style-type: none"> ■ Whistleblowing system and training on anti-corruption and bribery expanded ■ Requirements of the German Corporate Governance Code met to the extent possible 	8.5 8.1
		<ul style="list-style-type: none"> ■ Strategic partnership with UNICEF continued ■ 783 used IT and mobile devices passed on to the charitable organization AfB for remarketing 	7.4 7.7

* Influence of Ströer's key report topics on the relevant UN Sustainable Development Goal

Raising awareness of the SDGs

In September 2022, Ströer launched the 'Ziele brauchen Taten' (goals need actions) campaign at more than 100 train stations around the country in collaboration with RENN.west, a regional hub for sustainability strategies. Four adverts with well-known sportspeople focused on the 17 SDGs and provided thought-provoking inspiration on the issues of peace, hunger, drinking water, and marine pollution. Ströer not only promoted that campaign but also made it an integral part of its Green Voice channel in a new section where it explained all 17 SDGs in short ads that were shown on all public video network media.

Awareness of the SDGs was also raised through internal sessions at Ströer, during which the SDGs and their implementation in Germany and its municipalities were discussed with an external expert in an online format. These sessions were recorded to enable interested employees to be able to catch up with the discussion afterwards.



4.2 SUSTAINABILITY STRATEGY

Introduction



Ströer’s sustainability strategy is a roadmap that sets out how the Company intends to improve its sustainability performance in relation to the environment, social matters, and corporate governance over the coming years. Focal points, targets, and action plans have been defined in accordance with the four strategic pillars – environment, employees, business partners and society, and governance. An overarching understanding of sustainability and the strategic approach to achieving sustainability at Ströer are also set out in the sustainability strategy.

The sustainability strategy and the related focal points, targets, and action plans are regularly reviewed in light of external requirements, internal sustainability indicators, and organizational changes. External requirements can include new legal provisions, changes in customer requirements, or feedback from investors and ESG rating agencies. Organizational changes can include the disposal of entities or new business priorities. If a need to make changes arises, these are agreed upon and the sustainability strategy is then revised accordingly and reissued.



Our sustainability perspective



Sustainability as a key to business success:

Ströer is a modern family business in the best sense. We combine enterprise and the drive to grow our processes and products sustainably through innovation and continuous improvement. At Ströer, we prefer to think in decades, not quarters. The global transition toward a sustainable economy is a driving force that the Group can use to secure its business success in tomorrow's world.

Responsibility for the impact on people and the environment:

Ströer is at the heart of society. Our products are an integral part of daily life and shape the urban landscape. They also give us a wide audience for relevant topics and content. We currently

employ more than 10,000 people. Responsibility for the impact our business activity has on people and the environment is therefore central to our corporate philosophy. The interests of our shareholders and stakeholders are an important yardstick that we take very seriously.

Joining forces to get things done:

Ströer has many faces. We bring together all the different perspectives of our departments and business units, subsidiaries, and the people who work for us. Diversity, personal responsibility, and a can-do mentality are part of our shared DNA and make Ströer as a whole strong. We use our strength to push ahead with sustainable changes in the Company wherever they are needed.

Our strategic approach



Sustainability as an integral addition to our business strategy:

Our sustainability strategy takes the content and priorities of the business strategy and systematically supplements them with sustainability aspects.

Efficiency, innovation, and responsibility as guiding principles for our actions:

When developing targets and action plans in the area of sustainability, we are always guided by the principles of efficiency, innovation, and responsibility. This ensures that our sustainability activities are consistent with our business strategy.

Group targets in four sustainability areas: We have set strategic goals and priorities at Group level

in the areas of environment, employees, business partners and society, and corporate governance. We are also optimizing our sustainability performance in all four areas. We regularly report to our shareholders on our progress and potential hurdles.

Sustainability is embedded at Board of Management level and involves all relevant business areas:

Sustainability is embedded at Board of Management level at Ströer. The Sustainability Council is an overarching steering committee that comprises decision-makers from all relevant departments and business units, who are responsible for the implementation and the specific design of sustainability activities in their areas.

Changes in the reporting year



In 2022, the Board of Management of the general partner decided to enhance the sustainability strategy by making a change in the 'Environment' pillar. The system of targets was realigned and the climate strategy was expanded significantly in the





areas of innovation, reduction, and offsetting. As far as possible, the new reduction targets were devised in line with the criteria of the net-zero standard of the Science Based Targets initiative (SBTi). This saw 'Net zero by 2050' introduced as a new



overarching target. See chapter 5.2 for more information on Ströer's new climate strategy. The 'Employees' pillar now also contains additional sub-goals. These sub-goals are the result of a strategy process in HR that was concluded in 2022. HR at Ströer is described in more detail in chapter 6.

The redefined system of sustainability targets is presented below. Previous sub-goals and targets have been retained and rolled forward as part of Ströer's sustainability program. How the targets and related measures and KPIs have changed is described in the chapters below on the individual strategic pillars.

Sustainability targets

 Environment: net zero by 2050	Chapter
100% climate-neutral by 2025 (incl. offsetting)	5.2
65% absolute reduction in groupwide CO ₂ e emissions in scope 1 and 2 by 2030 (compared with 2019 levels)	5.2
35% absolute reduction in groupwide CO ₂ e emissions in scope 3 by 2030 (compared with 2019 levels)	5.2
Grow revenue while at a minimum keeping groupwide CO ₂ e emissions in scope 1 and 2 constant year on year	5.2
Increase the proportion of sustainable materials used in advertising media	5.7
 Employees: ensure the quality of our HR work	Chapter
Increase the proportion of women in leadership positions	6.3
Improve Ströer's Kununu score*	6.1
Ensure continuing professional development (CPD) for employees	6.4
Maintain an adequate number of trainees in the workforce	6.4
Ensure consistent results from the Healthy Workplace employee survey	6.2
Keep the number of accidents at work low	6.6
 Business partners and society: add to sustainable solutions	Chapter
Expand our digital communication infrastructure and bus and tram shelters for Smart Cities	7.1
Shore up the climate resilience of out-of-home advertising	4.3, 5.2
Build up the portfolio of environmentally friendly posters	7.2
Maintain the high volume of pro bono advertising	7.4
Ensure adequate product stewardship	7.5
Ensure sustainability standards are observed in the supply chain	7.6
 Governance: enhance our corporate governance systems	Chapter
Observe the latest recommendations in the German Corporate Governance Code	8.1
Continuously improve Governance, Risk, & Compliance management systems	8.2–8.6

* Kununu is Europe's leading employer rating platform (www.kununu.com).



4.3 SUSTAINABILITY MANAGEMENT SYSTEM

Sustainability organization



Until July 31, 2022, Dr. Christian Baier was responsible for all sustainability matters. Since August 1, 2022, that responsibility has resided with the Chief Financial Officer (CFO), Henning Gieseke, member and ESG Officer of the Board of Management of the general partner. His remit includes making strategic decisions on environmental and climate issues coupled with responsibility for monitoring climate-related risks and opportunities. He is also responsible for human rights and the Group's duty of care, and all central governance topics. The Board of Management of the general partner as a whole bears overall responsibility for compliance with the [Ströer Social Charter](#) and [Ströer's Policy Statement on the Respect of Human Rights](#).

The Head of Investor Relations & Sustainability, who reports directly to the Board of Management ESG officer, is responsible for overseeing the implementation of sustainability topics across the Group. In this role, he or she bears particular responsibility for Ströer's sustainability management

system and works tirelessly on keeping it up to date and relevant. He or she is supported in this by the Sustainability Management Group function, which is based in the Investor Relations & Sustainability corporate unit. The corporate units and central support functions are responsible for the implementation of specific sustainability topics.

The Sustainability Council of Ströer is the Group's central steering committee, which is chaired by the Board of Management ESG officer and meets every quarter. The committee comprises decision-makers from all relevant departments and business units of Ströer and serves to ensure a joined-up response to key sustainability topics. Dedicated sustainability-related roles have also been created in the two major subsidiaries Asam-Beauty and Statista. The sustainability management team works directly with the relevant divisions and subsidiaries to coordinate measures to achieve the sustainability targets that apply to all units and subsidiaries across the Group.

Ströer's sustainability organization



The ESG officer on the Ströer SE & Co. KGaA Supervisory Board is responsible for the overall monitoring of Ströer’s sustainability performance. As a member of the Supervisory Board and of the Audit Committee, the ESG officer ensures that regulatory requirements and strategically relevant sustainability matters are implemented appropriately by the general partner. This supervisory function therefore covers topics ranging from the environment, occupational health and safety and general health through to welfare matters. The ESG officer puts sustainability matters forward at the meetings of the Audit Committee and Supervisory Board of Ströer SE & Co. KGaA, and makes sure that the sustainability targets and related measures are continuously monitored. This structure ensures that the sustainability targets and their achievement, the materiality analysis, and the reporting on sustainability are regularly and extensively discussed by the Supervisory Board of Ströer SE & Co. KGaA at the Audit Committee meetings and, where necessary, at other Supervisory Board meetings.

Management of risks and opportunities in sustainability



Ströer systematically identifies and analyzes risks and opportunities for the Group stemming from environmental, social, and corporate governance factors as well as the impact of its business activities on people and the planet. The analysis, particularly long-term analysis, of climate-related risks and opportunities is a major element of this work. The results are incorporated in strategic planning and in ongoing enhancements to the sustainability strategy (including the climate strategy). They also influence sustainability management and reporting, which comprises the following three main elements that are carried out at least once a year:

- **Groupwide opportunity and risk management:** Identification and analysis of short-term ESG risks (max. twelve months), additional risk assessment halfway through the year, and risk updates at the end of each quarter (see also chapter 8.6 of this sustainability report and the opportunities and risks section of the current annual report of Ströer SE & Co. KGaA)
- **Structured medium-term sustainability risk register (SSR)**
- **Scenario impact analysis of long-term sustainability risks (SIAS)**



Medium-term ESG risks are systematically analyzed in the SSR process with the help of representatives from all relevant business units (most recently in Q4/2022). The aim is to identify risks, analyze them, and initiate countermeasures where appropriate. The risk analysis is based on the ESG risk register that Ströer compiles, which allows the risks to be analyzed in a structured manner. These medium-term ESG risks also include physical risks and transition climate risks. Potential ESG opportunities are also integrated into the risk-recording process where it makes sense to do so. In light of current ESG rating requirements and based on the results of Ströer's materiality analysis, the register is particularly important to Ströer. The register comprises 99 defined ESG risks and opportunities. First of all, the business units assess the individual risks on the risk register to see whether any of the risks are relevant to them. Then, the business units perform a qualitative assessment of the individual risks on the risk register using a time horizon of 1 to 5 years.

Of the medium-term ESG risks, 64% belonged to the Social category and 18% to the Governance and Environmental categories respectively. The average assessment of the risks in terms of their probability of occurrence (low = 0–20%, medium = 21–50%) and their loss value (severity = impact on the Company's objectives) is presented in the chart below.

Results of the 2022 SSR

Medium-term ESG risks	Percentage	Probability of occurrence	Severity
Environmental risk	18%	medium	medium
Social risk	64%	low	medium
Governance risk	18%	low	low



The risks in the Environmental risk category were those that related to physical and transition effects of climate change and risks from the rising cost of managing the Ströer Group's greenhouse gas emissions. Relevant risks assigned to the Social risk category included risks with a data protection aspect/potential infringements and risks related to the ongoing skills shortage. And, last of all, the Governance risk category mainly comprised risks that could culminate in reputational risk for the Ströer Group.

The survey of medium-term ESG risks did not give rise to any need for action beyond the measures already in place in day-to-day operations. In the annual risk survey, all medium-term ESG risks are recorded, classified, and analyzed as to whether there is any need for action.

In addition to the SSR, Ströer executives carry out a scenario impact analysis of long-term sustainability risks (SIAS) for the Group (most recently in December 2022). The aim of the SIAS is to forge ideas for enhancing the Group's business and sustainability strategy and to identify any long-term ESG risk at an early stage (time horizon: 2030 and beyond).

In preparation for the SIAS, exploratory market and social scenarios are projected for 2030 and beyond. Climate scenarios from the latest reports by the Intergovernmental Panel on Climate Change (IPCC), the shared socioeconomic pathways (SSPs) of the IPCC, and the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), among others, are used as a basis for scenario analysis.



The scenarios are based on the following assumptions for underlying climate pathways:

GLOBAL ALLIANCE (1.5 °C global warming)	BUSINESS AS USUAL (2–3 °C global warming)	OVERSHOOT (4+ °C global warming)
<ul style="list-style-type: none"> ■ Increased occurrence of extreme weather events such as heat-waves, strong winds, and storms ■ Sea level rise of up to half a meter by 2100 ■ Some coastal areas or low-lying island nations need to be evacuated or reinforced ■ Impact on human health especially for the vulnerable ■ Biodiversity under threat, potential risk of non-endemic species becoming established 	<ul style="list-style-type: none"> ■ Significantly increased occurrence of extreme weather events such as heatwaves, strong winds, and storms ■ Sea level rise of more than half a meter by 2100 ■ Coastal areas or low-lying (island) nations are affected, including major cities such as Hamburg or New York ■ High impact on human health for the entire population, food and water security at risk ■ Loss of biodiversity, some tipping points reached 	<ul style="list-style-type: none"> ■ Unprecedented extreme weather events ■ Flooded coastal cities and countries ■ Massive climate migration to more protected areas ■ Increased food and water insecurity ■ Many climate-related deaths, particularly among vulnerable groups and in poorer countries ■ Irreversible loss of biodiversity ■ Tipping points: permafrost and ice sheets melting, rainforest dying, changing ocean currents, etc.

In a workshop, the scenarios set out above are analyzed in terms of the political and regulatory landscape, the labor market, and the economy, or mobility, housing, infrastructure, and energy, for example, and potential outcomes in each of these individual areas are discussed for each scenario.

The workshop participants then identify the long-term ESG risks for Ströer based on developments in the areas that feed into the individual scenarios, and the risk for the Ströer Group is then assessed. The main risk drivers that are identified vary depending on which scenario at either end of the spectrum (Global Alliance and Overshoot) is being analyzed.

- **Global Alliance (1.5 °C global warming):** This scenario is based on the assumption of widespread international cooperation on achieving the goals of the Paris climate agreement, COP21. This leads to an incisive transformation of the economy to make it climate-neutral. Achievement of the COP21 goals is characterized by the interaction of governments, consumers, and the capital markets. The main risk drivers for the Ströer Group's core business are increasing regulation and potential restrictions resulting from it (e.g. increases in carbon prices and the cost of trading in carbon certificates, tightened rules

on light emissions or energy consumption for certain sectors).

- **Overshoot (4 °C+ global warming):** In the Overshoot scenario, the COP21 goals are renounced and there is an uncontrolled increase in global emissions. Countries focus on their own national economic and social policies and reject international cooperation. In light of this, there is an increase in the occurrence of extreme weather events around the world. In this scenario, such weather events were also identified as key risk drivers for the Ströer Group's core business as advertising media and street furniture operated by Ströer could be affected by more frequent extreme weather events. There are also transition climate risks, due, for example, to changed patterns of consumption and spending on the part of the population or disruption to national and international supply chains. The Group believes that the transition climate risks are not industry-specific, but affect underlying macroeconomic processes. Compared with 'traditional' industrial companies with high energy consumption or complex intermediate products in their supply chains, Ströer considers its exposure to be low at present.



All in all, no material risks were identified that require action beyond the measures already put in place by Ströer. Going forward, the outcomes of

the SSR and SIAS will be presented to the GRC committee (see chapter 8.2) once a year and the need for action discussed.

Sustainability policies and management process

Ströer's sustainability framework is summarized in its [sustainability policy](#). The policy is based on, and complements, Ströer's business and sustainability strategies. It comprises four strategic pillars and the related areas of action, and is supplemented by other policies, guidelines, and standards that stem in turn from other specific strategies. These include the Code of Conduct, the Environmental Policy and the Ströer Social Charter. The main sustainability-related policies are set out in this sustainability report. Together, they form the management framework for implementing the Ströer Group's 2030 sustainability strategy. Where necessary, more detailed informa-

tion is provided in guidelines, procedural instructions, or other resources.

Ströer's sustainability management process follows the well-known iterative phases in the plan-do-check-act (PDCA) cycle and is implemented continuously. One component is the sustainability program that specifies the targets, goals, and measures under the 2030 sustainability strategy and serves to manage sustainability in the framework of the management system. The Investor Relations & Sustainability corporate unit is responsible for the sustainability program, which it updates at regular intervals.

Sustainability management process at Ströer



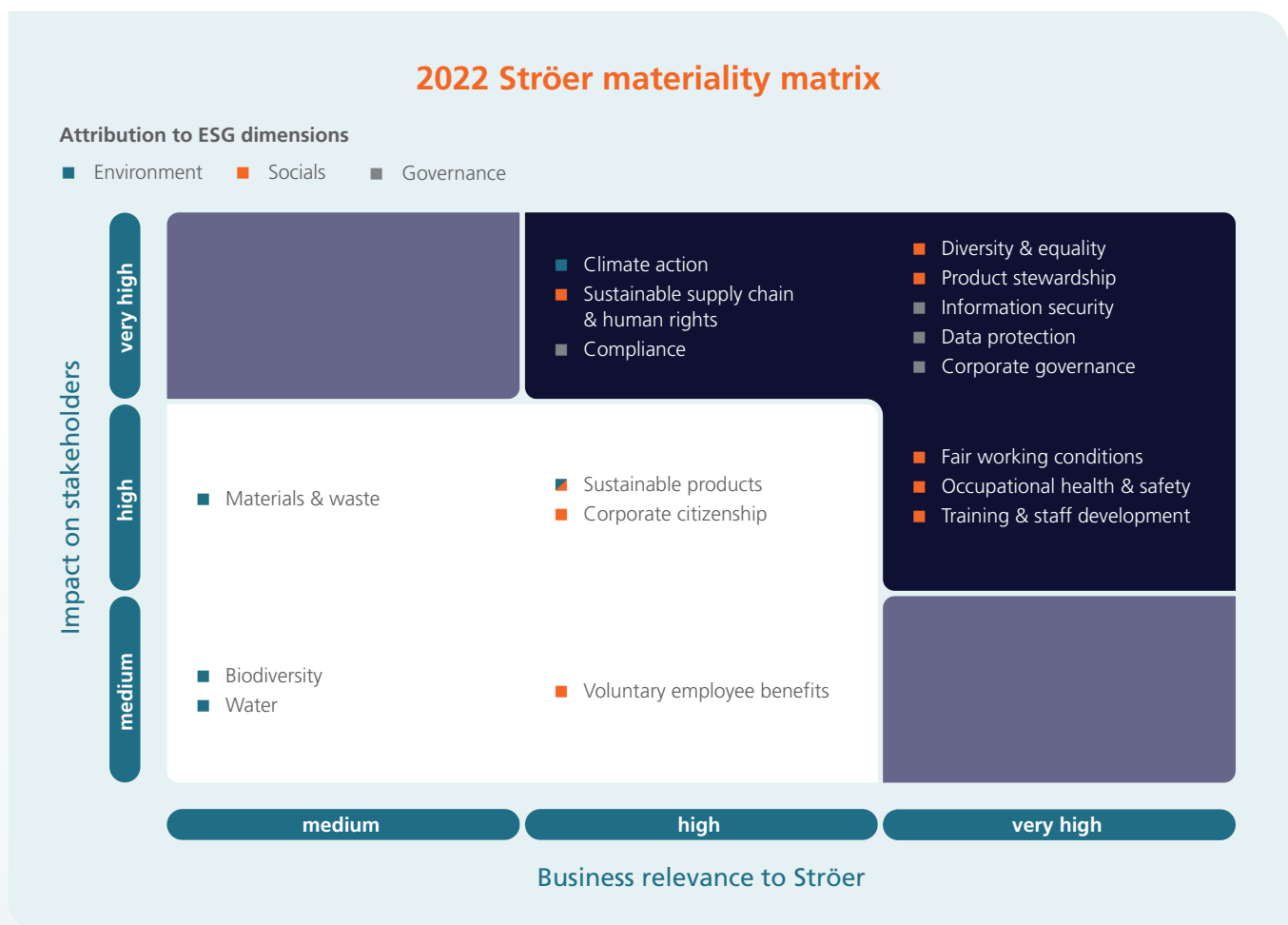
4.4 MATERIALITY ANALYSIS AND REPORTING TOPICS

In 2022, Ströer’s sustainability management team regularly documented current sustainability factors and their related opportunities and risks (impacts) as part of the sustainability management process using internal risk analysis, media research, ESG ratings, reporting standards, and information from internal and external stakeholders. This process serves to identify any need to adjust the current focus of sustainability work. If there is a need, the definition of topics or the selection of topics of relevance for Ströer and the Company’s situation are amended. No such adjustments were made in 2022.

The updated list of sustainability topics was then incorporated into the materiality analysis, which is used to prepare the Group non-financial report and the sustainability report of Ströer SE & Co. KGaA. Based on the updated list, all relevant business units within Ströer were asked to assess

the effect of the topics on their net assets, financial position, and financial performance, and the impact of the business on stakeholders and the environment (‘double materiality’). The results of this survey were presented to and evaluated by the Sustainability Council, Ströer’s central steering committee for sustainability. The evaluation was then compared with relevant current and forthcoming regulations, the sustainability ratings, and stakeholder topics in order to reflect the perspective of external stakeholders. The results and methodology for the 2022 materiality assessment were reviewed by the Supervisory Board of Ströer SE & Co. KGaA.

Topics were selected for the sustainability report of Ströer SE & Co. KGaA on the basis of the Global Reporting Initiative (GRI) standards. Topics from the survey were grouped together for reporting purposes where it made sense to do so. Overall,



the eleven main topics contained in the 2021 sustainability report were confirmed again for 2022. These are shown in the highlighted fields of the Ströer materiality matrix.

Four more material topics were identified in addition to those included in the Group non-financial report of Ströer SE & Co. KGaA for the 2022 financial year:

- The topics of climate action and of sustainable supply chain and human rights are also included in the report due to their high regulatory and social importance and the requirements of ESG ratings.
- The internal survey carried out in 2022 identified the topics of product stewardship and corporate governance as material. However, they were not included in the Group non-

financial report because the CSR Directive Implementation Act (sections 289b-e and section 315b-c of the German Commercial Code (HGB)) does not require information on these matters.

- In addition to the eleven material topics identified, the report also deals with materials and waste, sustainable products, and corporate citizenship in order to present an overall strategic picture of the Company's sustainability activities.

Details on the key financial indicators and business performance of Ströer are published in the annual report. This sustainability report also contains references to other Ströer documents that provide further information on sustainability matters and the related activities of the Group.

Topic		Relevant SDGs	Chapter
Environment	Climate action	   	5.2–5.6
	Materials and waste		5.7
Employees	Fair working conditions	   	6.1, 6.5
	Diversity and equality	 	6.3
	Occupational health and safety	 	6.6
	Training and development	 	6.4
Business partners and society	Sustainable products	   	7.1–7.4
	Product stewardship	  	7.5
	Sustainable supply chain and human rights	  	7.6
	Corporate citizenship	    	7.4, 7.7
Corporate governance	Information security	 	8.3
	Data protection	 	8.4
	Compliance (incl. corruption & bribery)		8.5
	Corporate governance	 	8.1



4.5 STAKEHOLDER DIALOGUE

The collaborative partnership between Ströer and its stakeholders is critical to the Company's success. Stakeholders provide important indications of the expectations the Group faces in terms of sustainability, and of areas where it can potentially improve. This enables Ströer to identify risks for its business and its green credentials at an early stage, and provides a mechanism for recognizing opportunities, for example through innovation processes. Dialogue can also reveal any conflicts of interest or conflicting objectives between stakeholder groups and offers an opportunity to discuss ways to resolve issues. Ströer therefore maintains regular dialogue with various stakeholder groups in order to find out what their concerns are and also to set out its own position. Dialogue is open and constructive and held in the spirit of Ströer's Code of Conduct.

For Ströer, stakeholders are individuals or groups of people within the Company or outside it, who are directly or indirectly affected by the Company's business and who therefore have expectations of the Group. The selection of stakeholders of relevance to Ströer is based on standard definitions of internal and external stakeholder groups. These groups are prioritized in a stakeholder management process to determine the focal point of dialogue and make the most efficient use of limit-

ed resources. This approach does not make any judgment as to the validity of any stakeholder expectations. The stakeholder groups are prioritized based on their significance for Ströer's business and the influence that Ströer has on their needs and expectations. Sustainability Management verifies this approach annually and documents the Group's stakeholder topics and dialogue formats for the year.

Ströer's stakeholder dialogue focuses on customers, analysts and investors, employees, lessors, suppliers, and business partners. The Group also holds constructive discussions with media representatives, non-governmental organizations (NGOs), interest groups, residents, and policymakers. Ströer engages in dialogue with other businesses too through its membership of and work for trade associations, including Fachverband Aussenwerbung e.V., City- und Stadtmarketing Deutschland e.V., Institute for Digital Out of Home Media (IDOOH), and the German Association for the Digital Economy (Bundesverband Digitale Wirtschaft e.V.). Participation in dialogue and the format of any particular dialogue is decided on a case-by-case basis depending on the stakeholder or topic. The focus of the formats used can be participation, dialogue, or information.

Summary of stakeholder dialogue

Stakeholder group	Topics and interests	Dialogue formats (selection)
Customers	<ul style="list-style-type: none"> ■ Quality in service provision and support ■ Customized solutions ■ Green products and sustainable content 	<ul style="list-style-type: none"> ■ Direct dialogue with customer relationship managers ■ Trade fairs ■ Customer and user surveys ■ Readers advisory council and user labs (t-online)
Analysts and investors	<ul style="list-style-type: none"> ■ Positive business performance ■ Low volatility and reduction of avoidable ESG risks ■ Transparency 	<ul style="list-style-type: none"> ■ Direct dialogue ■ Investor conferences ■ Shareholder meeting ■ Quarterly reporting ■ Rating dialogue



Stakeholder group	Topics and interests	Dialogue formats (selection)
Employees	<ul style="list-style-type: none"> ■ Development opportunities ■ Individual working models and diversity ■ Fair working conditions ■ Sustainability-oriented employer 	<ul style="list-style-type: none"> ■ Recruitment events ■ Intranet and internal information events ■ Employee survey ■ Sustainability workshop
Lessors	<ul style="list-style-type: none"> ■ Contract compliance ■ Installation of the advertising spaces without disruption to the surrounding area ■ Sustainability-oriented partner 	<ul style="list-style-type: none"> ■ Direct dialogue ■ Municipal events
Suppliers and business partners	<ul style="list-style-type: none"> ■ Trust-based cooperation ■ Fair and compliant tendering conditions ■ Low ESG risks ■ Sustainable supply chains 	<ul style="list-style-type: none"> ■ Direct dialogue ■ Trade fairs

4.6 EU TAXONOMY: 2022 REPORT

Background



The Taxonomy Regulation (EU) 2020/852 is a regulatory initiative that is aimed at promoting the transition to a sustainable economy and implementing the EU's Green Deal. To this end, the EU taxonomy classifies business activities that fall under the scope of the regulation. These activities are described in detail and assigned a NACE code*, which is the statistical code used by the EU to classify business activities. The EU taxonomy also establishes criteria for determining under what circumstances the business activities can be considered environmentally sustainable. We intend to classify as many business activities as possible using this classification system over the next few years. The regulation requires companies to report annually on these activities. For companies to which the Taxonomy Regulation (EU) 2020/852 applies, new reporting obligations for taxonomy-eligible business activities were effective from the 2021 reporting year. Disclosures were limited to two EU environmental objectives: climate change mitiga-

tion and climate change adaptation. Furthermore, it was not compulsory to disclose details of taxonomy-aligned business activities. This arrangement for the first year of application was designed to give companies time to establish processes for identifying activities that fall under the reporting requirements. For the other four EU environmental objectives – the sustainable use and protection of water and marine resources, the transition to a circular economy, pollution prevention and control, and the protection and restoration of biodiversity and ecosystems – there were no criteria for determining under what circumstances business activities are considered environmentally sustainable.

* NACE – Statistical Classification of Economic Activities in the European Community



Developments in 2022



2022 continued to see a lot of developments in relation to the EU taxonomy. On March 9, 2022, the European Commission approved a complementary climate delegated act including, under strict conditions, specific nuclear and gas energy activities in the list of business activities covered by the EU taxonomy. This complementary delegated act was officially published on July 15, 2022, and has applied since January 1, 2023. On March 30, 2022, the Platform on Sustainable Finance, which advises the European Commission on the further development of its sustainable finance policies, issued recommendations for the first time on the technical screening criteria for the four remaining environmental objectives of the EU taxonomy. A delegated act is anticipated in the first half of 2023, with the associated reporting obligations coming into force for the following financial year. The [EU Taxonomy Compass](#) is an online tool that was established in 2022 as a central information platform, detailing the current classifications and providing other resources and explanations.

Implementation at Ströer



In 2021, Sustainability Management developed a new evaluation process to identify the Ströer Group's taxonomy-eligible activities, which was implemented in conjunction with the relevant operating and corporate units. The business activities of the Ströer Group were compared with the sectors and business activities covered by the EU taxonomy. In particular, this involved examining the corresponding NACE codes and the definitions and explanations provided by the EU, and discussing these with all the relevant business segments. Following joint discussions, Ströer came to the conclusion that the Group did not fall within the scope of the EU taxonomy. The proportion of revenue, capital expenditure (CapEx), and operating expenses (OpEx) from taxonomy-eligible business activities was therefore reported as zero. This decision was largely based on the fact that neither the NACE codes on which the EU taxonomy is based nor the descriptions of business activities and the associated criteria explicitly cover the business model of the Ströer Group. Moreover, no commentary was available from the regulator and no comparative information was available from the industry.

With this in mind, Ströer reviewed its previous assessment for the Group in 2022. Sustainability Management analyzed the regulatory developments coming from the EU and how other companies had interpreted and implemented the taxonomy. On this basis, and in consultation with the relevant operating and corporate units and the Board of Management member responsible for sustainability, the decision was made to consider the following business activities as taxonomy-eligible and taxonomy-aligned in future:

Business activity	EU environmental objective	Category	Taxonomy reference
Street furniture for sustainable transport solutions: shelters	Climate change adaptation	Enabling	6.15 Infrastructure enabling low-carbon road transport and public transport
Vehicle fleet*	Climate change adaptation	Enabling	6.5 Transport by motorbikes, passenger cars, and light commercial vehicles
	Climate change adaptation	Enabling	7.4 Installation, maintenance, and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)
Office buildings/equipment*	Climate change adaptation	Transitional	7.2 Renovation of existing buildings
	Climate change adaptation	Enabling	7.3 Installation, maintenance, and repair of energy efficiency equipment

* Activity that supports Ströer's actual value-creating activities



Ströer's decision to include bus and tram shelters in the taxonomy analysis reflects the manifold touchpoints between the Group's out-of-home advertising portfolio and public transport. This applies in particular to Ströer's more than 18,000 shelters, which make an important contribution to a functioning infrastructure for low-carbon road traffic and public transport:

- Protection from wind, rain, snow, or as shade from the sun, comfortable waiting conditions particularly for vulnerable people such as those with limited mobility
- Passenger information
- Lighting helps ensure the safety of waiting passengers and passers-by

Innovations such as air filters can enhance the value of shelters for passengers even more in the future.

Unlike for shelters, supporting activities related to the vehicle fleet and office buildings/equipment are not part of Ströer's core business, however. They exclusively give rise to CapEx and OpEx. In its [final report](#) on the EU taxonomy in March 2020, the Technical Expert Group (TEG) on Sustainable Finance suggested that this expenditure can be reported when it relates to taxonomy-aligned products and services. Whether the related revenue of the manufacturers/providers of these products and services is taxonomy-aligned will only become clear in 2023 at the earliest when the business partners disclose the relevant figures. Until then, Ströer believes CapEx and OpEx from supporting activities should not be reported as taxonomy-eligible. As a result, we have not gone into any more detail on activities 6.5, 7.2, 7.3, and 7.4 in this sustainability report.

Quantitative disclosures for 2022 and methodology



The Ströer Group determined the data required for the 2022 report in accordance with the definitions and criteria set forth in Article 8 Annex 1 of the EU taxonomy and published it in the Group non-financial report for 2022. The definition of revenue and CapEx for the purposes of the EU taxonomy are based on the relevant International Financial Reporting Standards (IFRS). We considered the EU environmental objectives of climate change mitigation and climate change adaptation in line with the current version of the EU taxonomy. The disclosure relates to both taxonomy-eligible and taxonomy-aligned business activities. The table below presents the figures for 2022, both in absolute terms and as a percentage of total revenue, CapEx, and OpEx of the Ströer Group. The relevant totals for the Group were taken from Ströer's accounting system. As Ströer does not report revenue, CapEx, and OpEx broken down by individual advertising media type, the absolute figures for bus and tram shelters were determined based on the advertising rights contracts that include shelters. A materiality threshold of >1% was defined for EU taxonomy reporting. Taxonomy-eligible activities whose share of the total figures for the Group does not reach this threshold are considered immaterial and therefore not reported.

To calculate the revenue associated with shelters (activity 6.15), the relevant share of revenue for 2022 (numerator) was derived from the external contracts between Ströer and its partners that include shelters. This revenue was divided by the consolidated net revenue of the Group (denominator; see the consolidated income statement in accordance with IFRS for the revenue of the Ströer Group).

The CapEx calculated for the Group comprises all recognized property, plant, and equipment (IAS 16), intangible assets (excluding goodwill, IAS 38), and right-of-use assets under leases (IFRS 16) (denominator). To calculate 6.15-related CapEx, the entire portfolio of reported advertising media was analyzed and the CapEx attributable to contracts that include shelters was determined (numerator).

OpEx as defined by the EU taxonomy includes direct, non-capitalized research and development costs, building renovation, short-term leases, maintenance and repairs, and other direct expenses in connection with the regular maintenance of property, plant, and equipment – by the Company or by third parties to whom the task is outsourced – that is required in order to maintain the functionality of these assets. On this basis, the relevant total was derived from the contracts involving shelters (numerator) in order to calculate the direct expenses associated with 6.15. For the denominator, the Group's OpEx was calculated from the consolidated accounts using the EU taxonomy's definition.

The CapEx and OpEx KPIs are not part of a CapEx plan under the criteria of the EU taxonomy. By using contracts to identify relevant revenue and focusing on activity 6.15, it was ensured that CapEx, OpEx, and revenue were not counted more than once when determining the numerator.



The minimum safeguards refer to minimum social standards that should be met. As outlined in chapter 4.1 of the sustainability report, Ströer is explicitly committed to the UN Guiding Principles on Business and Human Rights. Respect for human rights is embedded in the Group's fundamental policies, including the Ströer Social Charter, the Code of Conduct for Suppliers and Business Partners, and the Policy Statement on Respect for Human Rights. Ströer discloses its policies, action plans, and outcomes in the area of human rights in the Group's annual sustainability report.

With regard to the 'Do no significant harm' criteria, the relevant operating and corporate units were assessed against the criteria of the technical annex to the EU taxonomy. Ströer does not currently undertake a climate risk and vulnerability assessment or an environmental impact assessment as defined in the EU taxonomy at the level of the shelters. For this reason, the criteria for reporting the taxonomy-eligible figures for revenue, CapEx, and OpEx for activity 6.15 as taxonomy-aligned were not met in 2022.

2022	Revenue		CapEx		OpEx		Do no significant harm criterion (DNSH)					Minimum safeguards (Enabling/Transitional)	Category (Enabling/Transitional)
	EUR m	%	EUR m	%	EUR m	%	Climate change mitigation	Water	Circular economy	Pollution	Ecosystems		
Total for the Group (Total A+B)	1,771.9	100.0	462.4	100.0	105.4	100.0							
EU environmental objective: Climate change adaptation*													
A. Taxonomy-eligible business activities													
A.1: thereof taxonomy-aligned (6.15)	0	0	0	0	0	0	x	x	x	✓	x	✓	E
A.2: thereof taxonomy-eligible (6.15)	160.7	9.1	8.6	1.9	29.1	27.6							
Total (A.1+A.2)	160.7	9.1	8.6	1.9	29.1	27.6							
B. Non-taxonomy-eligible business activities													
Total (B)	1,611.2	90.9	453.8	98.1	76.3	72.4							

* Ströer did not identify any taxonomy-eligible business activities for the EU environmental objective of climate change mitigation in 2022. The figures for the EU environmental objective of climate change adaptation are therefore based on the aggregate for all EU environmental objectives. All the EU taxonomy figures are presented in a table in the 2022 Group non-financial report of Ströer SE & Co. KGaA.



In 2022, the taxonomy-eligible share of CapEx for 6.15 was comprised entirely of recognized property, plant, and equipment, particularly the cost and associated incidental acquisition costs of advertising media. The taxonomy-eligible OpEx for 6.15 in 2022 mainly (>90%) comprised maintenance,

repair, and servicing expenses in addition to other costs that were allocated to each advertising medium on a flat-rate basis. The taxonomy-eligible revenue was calculated exclusively from the advertising rights contacts associated with 6.15.

Outlook



The results of the 2022 taxonomy report are testimony to the fact that the Ströer Group and its segments operate in sectors that have relatively low greenhouse gas emissions and environmental impacts. As a result, the Group's business activities and their associated NACE codes have not fallen explicitly under the EU taxonomy to date. The EU has announced that it is going to integrate more taxonomy-eligible sectors and business activities and is likely to do so over the next few years. The sectors of relevance for Ströer would need to be added early on in order to enable the Group to report adequately and fully on its environmental footprint in line with the EU taxonomy in future. The first year of application has also shown that businesses continue to interpret the EU taxonomy very differently. That is understandable and could provide impetus for discussions about how the EU taxonomy should evolve going forward. It also clearly underlines how difficult it is to make environmental performance comparable across sectors.

With this in mind, Ströer continues to make its sustainability efforts transparent for the capital markets by maintaining dialogue with analysts and investors, producing its sustainability report, obtaining ESG ratings, and publishing this Group taxonomy report.



4.7 ESG RATINGS

Ströer takes a proactive approach to ESG ratings, which it selects on the basis of reputation and significance for the capital market. The results give the Group external feedback on its sustainability performance and serve to identify potential for improvement.

- In 2022, Ströer's ESG corporate rating by **ISS ESG** improved year on year, rising from D+ to C-, which is higher than the average for the commercial support services sector (fourth decile).
- The Ströer Group's **MSCI ESG** rating is BBB, which is higher than the average for the media and entertainment sector.
- Ströer's rating by **Refinitiv** of 81 points (A-) puts it in the top 5% of media and publishing companies worldwide.
- In its 2022 **S&P Global** Corporate Sustainability Assessment, Ströer achieved 38 points, putting it in the 90th percentile as one of the leading companies in the media, movies and entertainment sector (as at December 16, 2022).
- Ströer's current ESG risk rating from **Sustainalytics** is 13.4 (low), which puts the Group among the top 15% in the media sector.

ESG rating	Score	Last updated	Scale
ISS ESG (Deutsche Börse)	C-	Nov. 2022	A+/4.00 to D-/1.00
MSCI ESG	BBB	Dec. 2022	Leader (AA-AAA) Average (BB-A) Laggard (CCC-B)
Refinitiv (LSEG)	A-	Dec. 2022	Excellent (A- to A+) Good (B- to B+) Satisfactory (C- to C+) Weak (D- to D+)
S&P Global CSA	38	Dec. 2022	0 to 100 points
Sustainalytics (Morningstar)	13.4	Feb. 2023	Risk assessment: Negligible (0-10) Low (10-20) Medium (20-30) High (30-40) Severe (40-100)





5 | Environment

WORKING TOWARD NET ZERO

The transition to becoming a climate-friendly economy is well under way. Ströer wants to help achieve the UN's 1.5 degree target and is modifying its business activities accordingly. It intends to achieve net zero by 2050 in accordance with the net-zero standard of the Science Based Targets initiative (SBTi). Ströer will have already significantly cut its GHG emissions by 2030 and is putting a wide range of measures in place to that end. These include switching to renewable energy sources, improving energy efficiency and purchasing goods and services that have a minimal impact on the climate. By 2025, the entire business should be climate-neutral. From that point, the Group will fully offset any remaining unavoidable GHG emissions using certified climate change mitigation projects.



5.1 ENVIRONMENTAL MANAGEMENT

Ströer's environmental management aims to avoid negative environmental impacts from its business activities or, where avoidance is not immediately possible, to continually reduce them. Binding groupwide guidelines are set out in the [Environmental Policy of Ströer SE & Co. KGaA](#). As Ströer is a company headquartered in Germany, its environmental management complies with the country's applicable legislation covering areas such as operational environmental protection, the selection and disposal of materials, and nature conservation.

Because Ströer focuses on out-of-home advertising and because office work accounts for a high proportion of its activity, its ecological footprint is low by comparison with typical industrial concerns. Ströer's environmental management activities are therefore centered on aspects that typically have an influence on the environmental performance of a company of its type in this sector. They include energy consumption and associated GHG emissions, and the materials for the advertising media and their disposal/recycling at the end of their lifecycle.

Other environmental aspects, such as water or biodiversity, are equally important for people and the planet but are areas where Ströer believes its sphere of influence is limited. Ströer's business activities do not require significant amounts of water. In the offices, employees use water from the public supply (for hot beverages, bathrooms, cleaning, etc.), but only in typical household quantities. Ströer's offices and business activities are based exclusively in inner-city areas and business parks close to towns and cities. Consequently, Ströer has no appreciable negative impact on biodiversity.

Compliance with all legal requirements is a fundamental aspect of Ströer's environmental management activities. The Group aims to exceed statutory minimum requirements in terms of its climate action where economically feasible, and to play its part in achieving the climate goals of the Paris Agreement (COP21) through ambitious reduction targets and relevant initiatives. Ströer also requires its suppliers to meet similar environmental management standards via its Code of Conduct for Suppliers and Business Partners.

The Sustainability Council has overarching responsibility for environmental management at Ströer. It meets regularly to hear reports on current environment-related topics and measures within the business. The member of the Board of Management of the general partner responsible for sustainability at Ströer chairs the council and brings matters potentially requiring a decision to the Board of Management as a whole. The sustainability strategy and the related environmental targets are also discussed by the Board of Management of the general partner, which also decides on any measures required. The relevant departments and business units are responsible for implementing environmental measures and are assisted by Sustainability Management if needed.

In the year under review, Ströer was again unaware of any allegations that it had violated environmental protection laws and regulations.

Ströer SE & Co. KGaA's Environmental Policy

Ströer's Environmental Policy summarizes the cornerstones of environmental protection at Ströer. It applies across the Group and is binding. It sets out the overarching purpose, the objectives, and priorities for environmental management and defines key responsibilities. The Environmental Policy of Ströer SE & Co. KGaA is available on the Group's website and can also be accessed by employees via the intranet.



5.2 CLIMATE STRATEGY

General



Since 2019, Ströer has undertaken numerous initiatives in the Group to help combat climate change. It has established a data infrastructure for tracking, on an annual basis, groupwide CO₂e emissions (its corporate carbon footprint, CCF) and the CO₂e emissions that are generated in direct connection with its advertising activities (its product carbon footprint, PCF). It has also invested in sustainable solutions such as carbon-neutral advertising campaigns and environmentally friendly giant posters. The switch to green electricity has massively reduced groupwide CO₂e emissions: in terms of scope 1 (direct emissions) and 2 (indirect emissions from purchased energy), we reduced our CO₂e emissions by more than 57% between 2019 and 2021 alone. Overall, our CCF was cut by 46.6% in that period. This dramatic reduction was partly attributable to one-off effects from the COVID-19 pandemic that will not be replicated in the future and which have already noticeably diminished in 2022. However, even without these special effects, the Group has significantly reduced its GHG emissions while increasing its revenue.

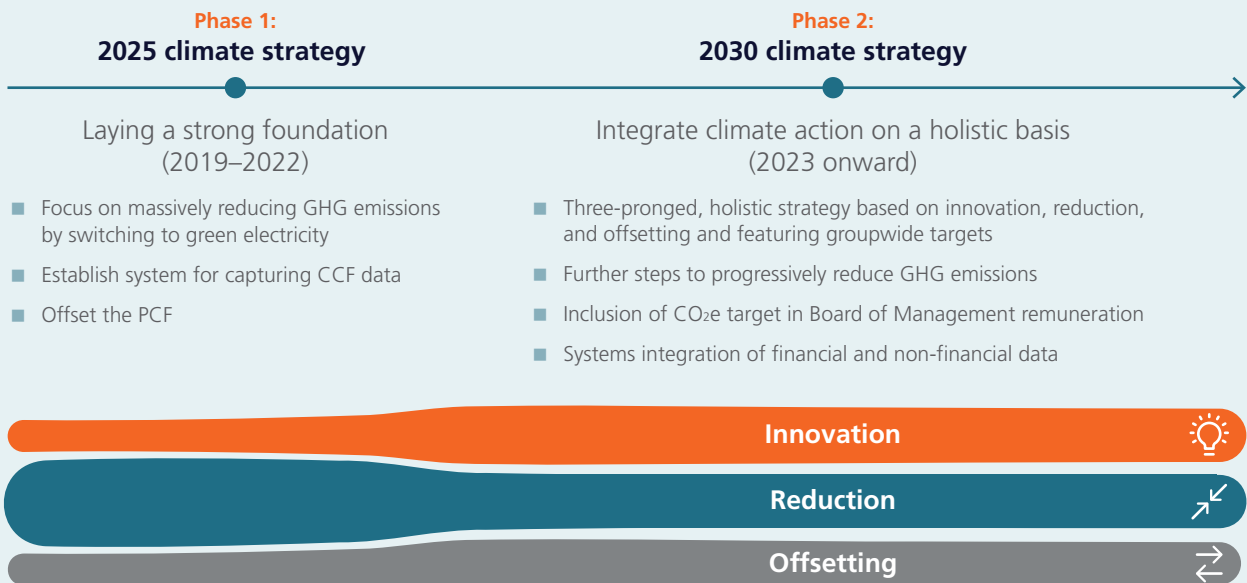
46.6%

reduction in groupwide CO₂e emissions (adjusted) between 2019 and 2021

The latest reports by the Intergovernmental Panel on Climate Change (IPCC) underline the need to keep prioritizing climate action over the coming decades. In spite of its comparatively low CO₂e emissions, Ströer intends to play its part. In light of the reductions already achieved in recent years, a strategic approach combining the three central levers of innovation, reduction, and offsetting is expedient, giving the Group a sustainable framework going forward.



Ströer's climate strategy going forward

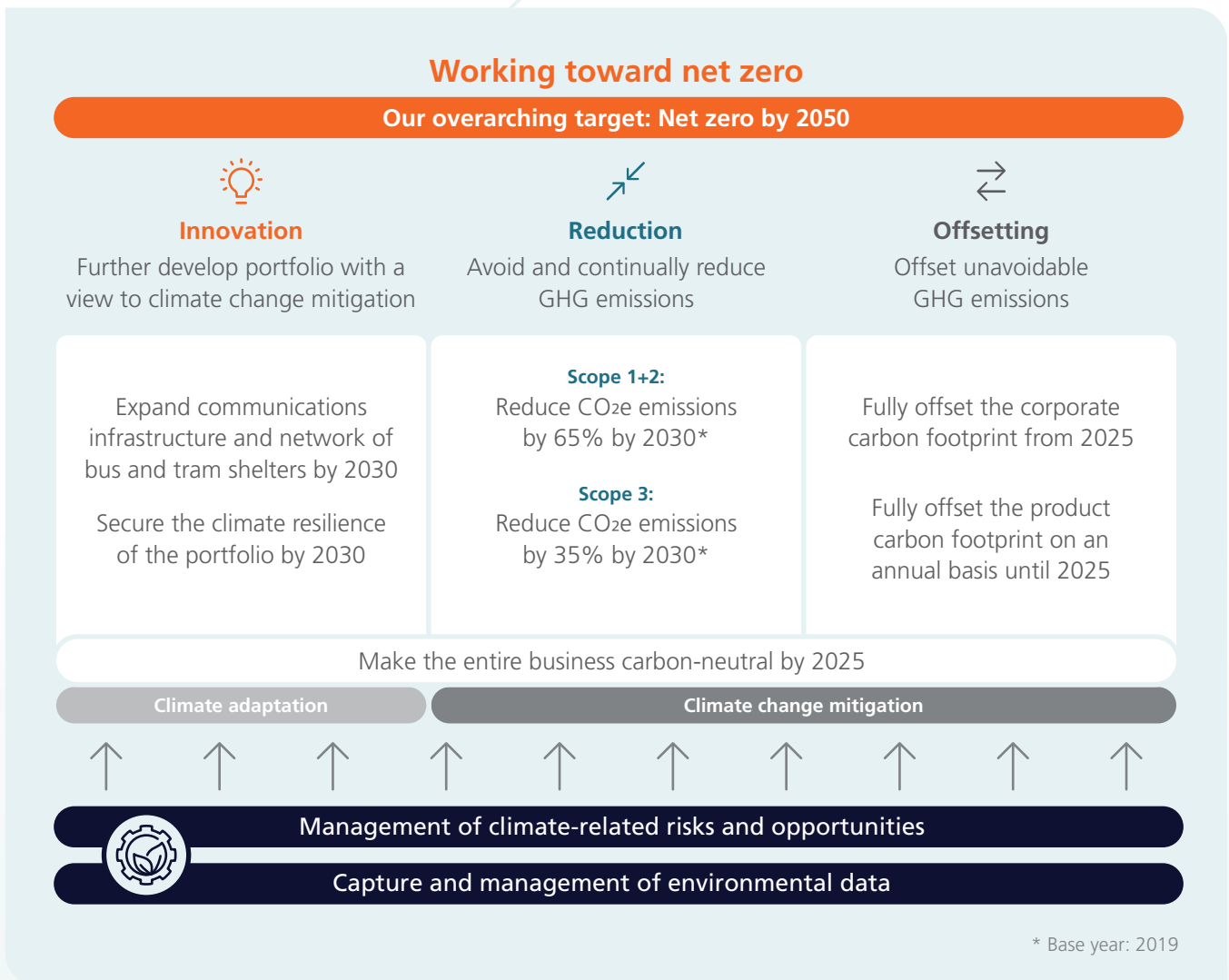


Climate strategy 2030

Against this backdrop, Ströer enhanced its climate strategy in a two-pronged approach in 2022. It increased its strategic targets and formulated specific measures for the period to 2030. It also set itself the overarching target of 'net zero by 2050' with the UN's 1.5 degree target in mind. The previous target of making the entire business climate-neutral by 2025 has been retained as a strategic goal and was incorporated into the climate strategy (see figure). As far as possible, the Group based its new reduction targets and net zero by 2050 target on the net-zero standard of the Science Based Targets initiative (SBTi), which was published in October 2021. This standard provides for an absolute reduction in CO₂e emissions from 2020 levels at a linear annual rate of at least 4.2% for corporations in order to limit global warming to 1.5 degrees by 2050.

Net zero by 2050 requires an absolute reduction in CO₂e emissions of 90% and depends on technical innovations being available in order to remove the residual 10% from the atmosphere.

Absolute reduction in CO₂e emissions at a linear annual rate of at least 4.2% for corporations



To work toward net zero by 2050, Ströer's climate strategy for 2030 focuses on **three key areas** for which strategic targets have been defined.



Innovation:

Ströer is making strategic enhancements to its portfolio of sustainable solutions in order to limit climate change in the period up to 2030.

- Ströer's digital communication infrastructure already runs on 100% certified green electricity in Germany, and on around 90% green electricity across the rest of the Group, and is therefore a cornerstone for climate-neutral growth in the period to 2030. Through integration with municipal warning systems and the ability to display climate and weather information in a targeted manner, Ströer creates a leverage effect for sustainable cities.
- Ströer is making low-carbon public transport more attractive with its bus and tram shelters and by developing new functions for street furniture.
- By ensuring that its out-of-home advertising is climate-resilient, Ströer is mitigating potential climate risks for its business and thereby increasing quality and value for customers and partners in the long term.



Offsetting:

Ströer intends to be climate-neutral by 2025 and therefore offsets unavoidable GHG emissions.

- From 2025, Ströer will fully offset the Group's unavoidable GHG emissions by supporting certified climate change mitigation projects in Oxford categories 1, 2, and 4.
- Until 2025 at least, Ströer will offset unavoidable GHG emissions (product carbon footprint, PCF) that are directly related to advertising measures (operating activities) by supporting certified climate change mitigation projects in Oxford categories 1, 2, and 4. It will do this on annual basis. Ströer is thus continuing to offer its customers the option of carbon-neutral advertising campaigns. In the period from June 2022 to May 2023, the Company offset 32,265 tonnes (t) of CO_{2e} in this way. And since June 2021, all unavoidable GHG emissions at Ströer's subsidiary Statista have been completely offset through climate change mitigation projects in Nicaragua, Brazil, and Colombia. In the period from June 2021 to May 2023, Statista offset 1,942.7 tonnes of CO_{2e} in this way.



Reduction:

Ströer is taking measures to avoid GHG emissions and to continually reduce them in the period to 2030. The groupwide CO_{2e} emissions (corporate carbon footprint, CCF) are the main key performance indicator.

- By 2030, Ströer is targeting an absolute reduction in the Group's **scope 1 and 2** CO_{2e} emissions of 65% compared with 2019 levels.

65%
reduction in CO_{2e} emissions
(scope 1 and 2) targeted by 2030

- By 2030, Ströer is also targeting an absolute reduction in the Group's **scope 3** CO_{2e} emissions of 35% compared with 2019 levels.



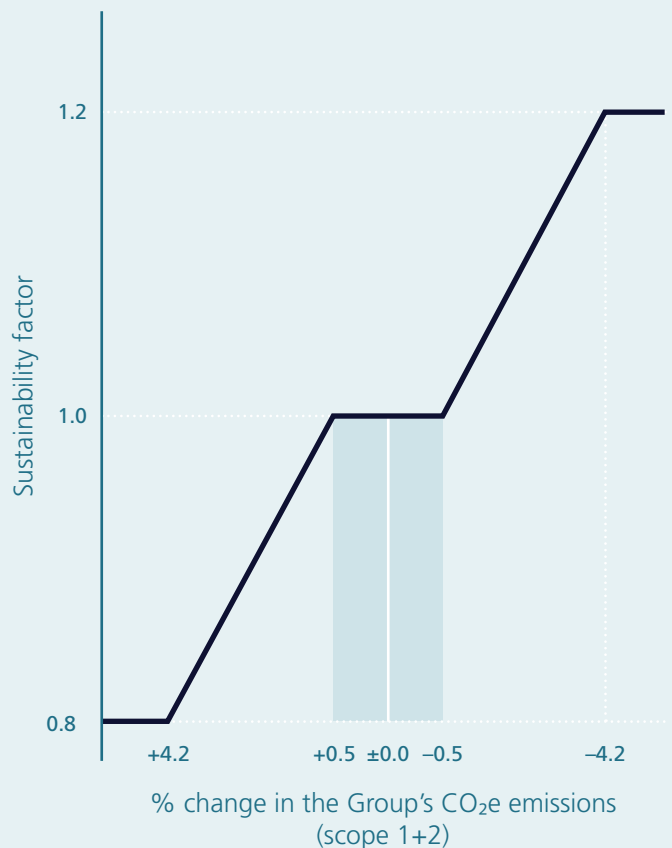
ESG target focusing on CO₂e emissions

At the end of November 2022, the Board of Management of the general partner decided to set an ESG target focusing on CO₂e emissions in order to create incentives for CO₂e reduction measures. The new ESG target will help us to assess progress toward reducing GHG emissions on an annual basis. In the long term, this target will be incorporated into Ströer's system of performance-related Board of Management remuneration as a short-term incentive (STI) multiplier. This will be based on the Group's scope 1 and 2 GHG emissions until 2030. As a result, the short- and long-term horizons and SBTi targets will be aligned to the fullest possible extent. The following key points were agreed in this regard:

- **Strategic target:** CO₂e-neutral growth ('Ströer's growth is climate-neutral')
- **Basis of assessment:** Groupwide CO₂e emissions in scope 1 and 2 in the prior year as the Group can directly influence these emissions
- **Mechanism:** CO₂e target is used as a sustainability factor and future STI multiplier (0.8-1.2). A reduction of 4.2% or more constitutes full target achievement and corresponds to a multiplier of 1.2. The reduction target of 4.2% is based on the SBTi standards for the 1.5 degree target and net zero by 2050.
- If emissions are virtually identical year on year, the multiplier is 1 (–0.5% to +0.5% of the prior-year figure). Intermediate values are determined using linear interpolation. If the prior-year emissions are exceeded by 4.2% and the parameters for the ESG target are thus not met, the multiplier is lowered to the minimum (0.8).

4.2%
reduction in CO₂e annually for full target achievement (scope 1 and 2)

Illustration of ESG target focusing on CO₂e emissions



Management of climate-related risks and opportunities:

Ströer systematically identifies and analyzes risks and opportunities for the Group stemming from environmental, social, and corporate governance factors as well as the impact of its business activities on people and the planet. The analysis, particularly long-term analysis, of climate-related risks and opportunities is a major element of this work. Overall responsibility resides with Chief Financial Officer (CFO) Henning Gieseke, member and ESG Officer of the Board of Management of the general partner. [Chapter 4.3](#) contains more information on the management of risks and opportunities in sustainability.

Data capture: The corporate carbon footprint (CCF), product carbon footprints (PCF), and the underlying consumption are recorded on an annual basis for management purposes. By analyzing the CCF, the Company can work out the potential for reduction and the levers for achieving it, and then develop appropriate measures. [Chapter 7.1](#) contains more information on the PCFs.



The CCF and PCFs are calculated with the assistance of an external service provider using the internationally recognized standards of the Greenhouse Gas Protocol (GHG protocol). The GHG protocol distinguishes between three categories (scopes). The emission sources used to calculate the CCF are each allocated to one of these scopes, which provide the parameters for Ströer's greenhouse gas inventory.

- **Scope 1** (direct emissions): Burning of gas, heating oil, gasoline, and diesel; evaporation of refrigerants
- **Scope 2** (indirect emissions from purchased energy): Purchase of electricity and district heating
- **Scope 3** (external indirect emissions): Employee travel; upstream chains of the energy sources used; external data centers; business travel (by rental car, train, and plane);

working from home; waste disposal; water consumption; office supplies; catering, and external service providers




Based on the calculation of the CCF, four central areas were identified where Ströer's GHG emissions could be noticeably reduced.

- Consumption of advertising media
- Fleet and business travel
- Sustainable office
- Commuting to and from work

More details on the four key action areas in 2022 are described in the chapters that follow.



Key climate strategy figures

	2020	2021	2022	Status
 Innovation: Ströer is making strategic enhancements to its portfolio of sustainable solutions in order to limit climate change in the period to 2030.				
Expansion of the public video network (total number of premium screens installed)	–	–	7,216	On track
Shore up the climate resilience of out-of-home advertising by 2030	–	–	NEW	Metric will be defined in 2023
 Reduction: Ströer is taking measures to avoid GHG emissions and to continually reduce them in the period to 2030.				
65% absolute reduction in groupwide CO ₂ e emissions by 2030 (scope 1 and 2; compared with 2019 levels)	–21.12%	–57.80%	–56.99%	On track
35% absolute reduction in groupwide CO ₂ e emissions by 2030 (scope 3; compared with 2019 levels)	–26.80%	–31.97%	–22.64%	On track
Annual growth that is at least climate-neutral (scope 1 and 2, compared with the prior-year level)	–	–	NEW	
 Offsetting: Ströer fully offsets all unavoidable GHG emissions from 2025.				
100% offsetting of CCF from 2025	–	–	–	Relevant from 2025
100% offsetting of PCF on an annual basis until at least 2025	–	100%	100%	On track



Developments in 2022



At Group-level, GHG emissions rose in 2022. Overall, the GHG emissions captured in the CCF increased by 7.8% year on year, driven by greater use of the vehicle fleet, an increase in employee commuting, and the receding special effects from the pandemic (e.g. business travel recommencing). This was offset by lower consumption by properties, lower consumption of conventional electricity by German out-of-home advertising, and a slight increase in the proportion of green electricity used. However, these effects were unable to compensate for the overall rise in GHG emissions.

Ströer emits ozone-depleting substances only in very low amounts (evaporation of refrigerants). Nitrogen oxides are generated during the operation of Ströer's vehicle fleet and are included under direct GHG emissions (scope 1). Sulfur oxides and other significant emissions into the air are barely perceptible.

CO₂e emissions in the Ströer Group*

CO ₂ equivalents (CO ₂ e) (tonnes)	2020	2021	2022
Scope 1	5,752	5,826	6,131
Heat	1,373	1,519	1,319
Refrigerants	190	183	81
Vehicle fleet	4,189	4,124	4,731
Scope 2	26,177	11,254	11,279
Electricity for advertising media	23,176	10,263	10,368
Electricity for offices	2,329	332	239
District heating	672	659	659
Electricity for the vehicle fleet			13
Scope 1 + 2	31,929	17,080	17,410
Scope 3	17,659	16,412	18,661
Employee commuting	8,120	9,237	9,775
Other emissions**	9,539	7,175	8,886
Total (scope 1 + 2 + 3)	49,588	33,491	36,071
Change from previous year (%)	-23%	-32%	+8%
Total (scope 1 + 2 + 3) adjusted***	53,272	36,186	39,006
Emissions intensity (t CO ₂ e/employee)****	2.4	2.2	2.3

* For details on the methodology see [chapter 9.1](#) 'About this report'; the values for the scopes may contain rounding differences.

** Material sources of other emissions are fuel-related and energy-related upstream activities.

*** Extended to include an adjustment factor for sites for which no data has been recorded (based on the number of employees).

**** Based on total t CO₂e, excl. advertising media (electricity, electricity used by upstream suppliers, disposal).

At Group level, Ströer saw its energy consumption increase by 8.2% year on year in 2022. The share of renewable energies in electricity consumption (green electricity) came to 71.7% as at the end of 2022, a slight increase of 2.6 percentage points compared with the prior year. The drive to

71.7%
electricity from renewable
sources only used by Ströer overall



increase the number of digital advertising media also played its part here as around 90% of them run on green electricity. The progressive switch of

utilities contracts in traditional out-of-home advertising contributed as well.

Energy consumption in the Ströer Group

kWh	2020	2021	2022
Total energy consumption	78,140,379	82,333,817	89,088,015
of which electricity	54,658,373	58,280,173	63,080,725
green electricity	413,356	40,285,981	45,242,051
proportion of green electricity in total electricity consumption	0.8%	69.1%	71.7%
conventional electricity	54,245,017	17,994,192	17,838,673
proportion of conventional electricity in total electricity consumption	99.2%	30.9%	28.3%
of which fuel (fleet)*	14,724,265	14,817,156	17,517,772
of which fossil fuels (natural gas)	5,127,486	5,673,675	4,926,246
of which district heating and refrigerants	3,630,255	3,562,813	3,563,372
Energy intensity (kWh/employee)**	2,937.8	2,972.4	2,989.9

* Conversion factors from the Department for Environment, Food & Rural Affairs (DEFRA), UK, 2022

** Based on total energy consumption excluding advertising media electricity



5.3 ADVERTISING MEDIA

Ströer is pursuing a strategy of reducing the number of conventional advertising media and digitalizing its portfolio by increasing the number of digital advertising media (screens) instead. This significantly decreases the demand for materials (paper, analog screens) and the need to service these media (trips to the installation sites, replacing the advertisements). Digital systems require more energy to operate, but fewer resources such as poster materials. Several tonnes of paper are currently used in the production of posters every year. And since 2021, Ströer has obtained 100% of the energy to power its digital advertising media in Germany from renewable sources, i.e. sources that are largely free from GHG emissions. For the Group as a whole, around 90% of the Group's digital advertising media run on green electricity.

In 2022, the digital advertising media used 18.40 million kilowatt hours (kWh) of electricity – 12.2% more than in 2021. This was due to two factors: the increased number of digital billboards and the recovery of advertising activity and resultant increase in capacity utilization.

As in the prior year, Ströer achieved its energy efficiency – with broadcast quality unchanged – through a combination of several measures, particularly the optimization of the settings on the advertising media. These measures included, first and foremost, the use of even more advanced LED technology, individually regulated screen brightness depending on the ambient light, powering-down of the installations at night when there is no audience, adjusted color contrast controls, and by switching from a black font on a white background to a white font on a black background. The measures not only reduce electricity consumption, but also significantly extend the service life of the digital advertising media.

The electricity consumption of traditional advertising media such as billboards, outdoor advertising columns, or rolling poster displays increased by 8.6% in 2022. This was due to higher capacity utilization and to an increase in the number of advertising media themselves. In 2022, green electricity accounted for 61.2% of the energy used to power traditional advertising media.

Energy consumption for out-of-home advertising

absolute kWh	2020	2021	2022
Energy used by digital advertising	13,850,412	16,399,534	18,402,747
of which green electricity	0.0%	87.1%	88.5%
of which conventional electricity	100.0%	12.9%	11.5%
Energy used by traditional advertising	34,902,698	35,975,391	39,064,710
of which green electricity	0.0%	58.0%	61.2%
of which conventional electricity	100.0%	42.0%	38.8%
Total	48,753,110	52,374,925	57,467,456



5.4 FLEET AND BUSINESS TRAVEL

Ströer employees in certain roles/levels of seniority are entitled to a company car that they may use for business and personal travel. The key regulations governing company cars are set out in the Ströer Group Car Policy. Procedures for preparing for, carrying out, and claiming the cost of travel, as well as conduct during business trips, are set out in the binding travel policy. The central fleet contains around 1,000 vehicles and now includes an increasing number of hybrid and electric cars, alongside the traditional models with internal combustion engines. With this mix, Ströer caters to its various vehicle requirements (based on distance to be travelled and types of use) while striking a balance between financial and environmental considerations.

The climate-neutral fuel card that Ströer started to use in 2022 is a key component of its fleet management. When the Ströer fleet uses the card, the GHG emissions stemming from its fuel consumption are now fully offset by the card partner. By taking this responsible step and using the climate-neutral fuel card, Ströer can press ahead with converting its fleet to climate-friendly types of cars in a prudent manner.

In 2022, there was an increase in gasoline and diesel consumption that was attributable to a larger number of vehicles in the fleet and increased vehicle use.

Energy consumption of the Ströer fleet

	2020	2021	2022
Gasoline (l)	252,058	264,078	437,271
Diesel (l)	1,238,057	1,236,291	1,346,795
Electricity (kWh)	173	18,698	19,816

Consumption by the Ströer properties

kilowatt hours (kWh)	2020	2021	2022*
Electricity consumption	5,905,090	5,886,551	5,593,452
of which green electricity	7.0%	87.2%	90.2%
of which conventional electricity	93.0%	12.8%	9.8%
Heat (natural gas)	5,127,486	5,673,675	4,926,246
Heat (district heating)	3,510,608	3,438,138	3,438,697
Refrigerants	119,647	124,675	124,675

* The 2022 figures for utility charges by landlords were not available at the time this report went to press. So to calculate consumption for this year, the utility costs for 2021 were taken in addition to the electricity consumption for 2022, and extrapolated based on the total office area in 2022.

5.5 SUSTAINABLE OFFICE

Ströer's mission is to keep negative environmental impacts of everyday office activities to a low level. This is also in the Group's financial interests, as making processes more efficient and avoiding consumption and waste will reduce costs. One example is the significant reduction in the use of printer paper in recent years, thanks, among other things, to increased digital working and the switch to digital processes in contract management. Ströer is subject to a number of German regulations in this respect, such as the German Buildings Energy Act and German and European legislation on waste. However, Ströer leases around 90% of its office space, which means that the Group is limited in the extent to which it can influence environment-related parameters.

In 2022, electricity consumption in the properties used by Ströer fell by 5.0% compared with the prior year. The use of natural gas for heating declined significantly due in particular to the reduction in office space. As in the prior year, mainly green electricity was used in the offices.



5.6 COMMUTING BY EMPLOYEES

Ströer regularly collects data on the type of transport used by employees for their journey to and from the office, and uses it to calculate the quantity of GHGs produced by these journeys.

Employee journeys to and from the office have decreased significantly since 2020 due to the substantially greater use of trust-based working time models and greater flexibility as to where

work is carried out. The figure for 2019 was 37.9 million kilometers, but in 2022 this had fallen to around 21.5 million kilometers. Private motorized transport once again accounted for the majority of commuting journeys.

Around 39% of commuting kilometers are traveled on foot, by bike, or by public transport

Commuting by employees*

Kilometers traveled	2020	2021	2022
Single journeys	14,909,108	19,419,956	21,492,054
Private transport (car/motorbike)	62%	65%	62%
Cycling/walking	11%	15%	5%
Public transport	27%	20%	34%

* Survey of 15% to 20% of employees and extrapolation



5.7 MATERIALS MANAGEMENT

One of the main aspects considered by Ströer when selecting the material for advertising media is its sustainability. Alongside quality and price, low consumption of materials and energy during manufacture and good recyclability of the types of material used are important criteria in the development of advertising media and street furniture.

The standardization of systems is part of the Company's successful strategy to make production, maintenance, and repair processes as cost-effective as possible and to keep material consumption to a minimum. Ströer also avoids using composite materials that are difficult to separate, and ensures that its products can be completely disassembled. This makes recycling easier and improves the circular economy system.

Advertising media damaged by vehicles or bad weather, or as a result of vandalism or material wear, are repaired or completely replaced and the undamaged installations or parts thereof are recycled. Any electrical and electronic components

Material requirements for Ströer out-of-home advertising*

tonnes	2020	2021	2022
Procurement of advertising media, street furniture, and spare parts**	1,569	7,109	5,046
Procurement of advertising materials (regular and specialty paper, adhesives, and resins)	5,607	7,903	7,767

* Out-of-home advertising in Germany, excl. Ströer Poland and blowUP

** Decrease in 2020 due to the 'coronavirus effect'; increase in 2021 due to increased purchasing of digital advertising media

that are still intact are often returned to Ströer's spare parts warehouse, while the remaining parts are passed on to professional recycling companies. In 2022, the volume of decommissioned advertising media, street furniture, and spare parts fell significantly on the back of two special effects from prior years. Firstly, the inventory of scrap materi-



al that had been built up nationwide over many years was systematically disposed of in 2020 and 2021. Secondly, numerous advertising media and high-value spare parts had to be decommissioned in 2021 after being damaged in a flood at a central warehouse. Ströer calculates the information it provides on the circular economy on the basis of data that is able to be collected and on the average values for the waste management sector provided by the German Federal Statistical Office.

Conventional advertising posters are only partially recyclable, and the materials used (posters, adhesive) are often not water-soluble. This means that generally only 40% of advertising materials can be recycled, with 60% of posters thermally recycled as household or hazardous waste.

Recycling of material from Ströer’s advertising media*

tonnes	2020	2021	2022
Decommissioned advertising media, street furniture, and spare parts	219.4	167.6	6.1
Quantity returned to use (circular economy)**	162.3	122.3	4.2
Recycling rate***	74.0%	73.0%	70.0%

* Out-of-home advertising in Germany, excl. Ströer Poland and blowUP

** The full volume of decommissioned material cannot always be recycled (broken glass, for example) and the recyclable volume cannot always actually be fully recycled.

*** Figures are based on available data and the average values for the waste management sector provided by the German Federal Statistical Office.





STRÖER

6 | Employees

FOCUS ON PEOPLE

High-performing and motivated employees are the key to success. That is why Ströer seeks to strengthen and improve its working environment and employee satisfaction by way of the three strategic fields of HR work: attractiveness, responsibility, and excellence. Promoting diversity and encouraging staff development makes Ströer a more attractive employer. The Company takes responsibility for its employees by providing healthy and safe workplaces and fair working conditions. And by making HR processes more efficient and involving employees more closely in Ströer's growth and development, the excellence of the organization is increased.



6.1 HR MANAGEMENT

Strategic background



The Ströer Group wants to be an attractive employer with which employees can identify and for which they enjoy working. In 2022, Ströer was ranked in the top 1% of employers in Germany by the global metastudy Leading Employers. On Kununu, Europe's leading employer rating platform, Ströer was awarded a Kununu score of just

over 3.8 out of a possible 5 points in 2022 (as at December 31, 2022).

Employer rating of
3.8 out of 5
 for Ströer on Kununu

Ströer's HR strategy

Overarching vision in HR work

We give customers visibility

Values



Growth & development

Appreciation

Innovation & quality

Focus areas

Diversity

Development

Occupational health & safety

Fair working conditions

HR management

Knowledge & involvement

Be attractive

Success is the result of our employees' hard work. People make the difference, which is why Ströer values every individual's contribution. The outcome is most important to us. That is the corporate culture we are committed to. We take hiring for attitude and performance seriously. Ströer's culture thrives on passion, commitment, and supportiveness, and provides space to enjoy doing and making. This approach allows us to offer many opportunities for professional development, which ensures that we remain attractive to the people who work at Ströer and want to grow with the Company.

Be responsible

Fairness, honesty, and integrity are the guiding principles in our day-to-day dealings with customers, partners, and colleagues. Ströer takes responsibility for its employees' concerns and provides a safe, healthy, and fair working environment. We are considered a reliable partner on whom employees can depend, even in difficult times, and we work closely with employee representatives to achieve this.

Be excellent

Our highly skilled employees exceed our customers' expectations every day. Expertise and innovation are embedded in Ströer's DNA. We promise that it never gets boring here. We also use the opportunities presented by digitalization to increase the speed of HR work through automation, standardization, data transparency, and the involvement of employees. This gives us more time for providing support, development, and attracting new recruits.





Ströer approaches HR holistically, aiming to offer (potential) applicants, employees, and alumni a consistent and attractive experience of the company and what it stands for. Ströer does so through individually tailored HR measures and communication at every touchpoint along the employee journey. Touchpoints include our monthly onboarding day for new Ströer staff, employee surveys, and planned returns to work following extended periods of absence, through to giving employees a good 'goodbye'. The employer brand JUMP is used both in external communications and within the Group.

Ströer's holistic approach is a reflection of the 'Employees' pillar of its sustainability strategy. In the three strategic fields of attractiveness, responsibility, and excellence, the Group has defined six areas of focus and set related targets. Together with the four values of growth, development, appreciation, and innovation & quality, they form the strategic basis for establishing a talent pool for Ströer and retaining current employees.

In its HR planning, Ströer documents short- and medium-term skill requirements in consultation with the heads of the respective business units and the Board of Management of the general partner. This planning takes into account current and planned developments in the segments, the Group's targets, for example in respect of diversity, assessments of potential within the existing talent pool, and forecasts of future labor market trends. Building on this, Ströer defines and implements instruments for recruiting and developing staff, accompanied by relevant employer branding. Ströer believes that promoting people from within the Group is generally preferable to appointing external candidates in order to retain knowledge and skills within the Group and to offer opportunities for professional development.

The overarching aim of recruitment is to fill vacant positions as soon as possible with the right people in line with planning requirements. With regard to the strategic focal point of diversity, we follow two specific aims: by systematically targeting women, we aim to (a) maintain the balanced gender ratio in the workforce and (b) increase the proportion of female managers. Key recruitment tools include the central careers portal on the Ströer website, approaching potential candidates through online career networks and job sites, and attending regional and national job fairs and university events, either online or in person. The channels

and messages used are adjusted depending on the business unit recruiting. This takes account of the diverse nature of the business models within the Group, as reflected in the difference between the job and applicant profiles for call centers and for digital marketing. A six-figure number of applications were received during 2022, confirming Ströer's status as an employer of choice.

A digital employee referral program, through which Group employees share vacancies with their contacts and social media networks, also accounted for a proportion of these applications.

Most of Ströer's managers are hired from the local German labor market.

36%
of Ströer managers are female

The importance of employee matters is reflected in the pivotal position of HR within the organizational structure. The head of HR reports directly and on a regular basis to the relevant member of the Board of Management of the general partner. She is also a member of the Executive Committee, the highest management body in the Ströer Group after the Board of Management. Employee matters relating to sustainability are also dealt with by the Sustainability Council.

The HR policy strategies and measures outlined in this report have been introduced in the German group companies unless explicitly stated otherwise. This is for economic reasons or due to different legal provisions.



Employee targets

	2020	2021	2022
Increase the proportion of women in management across the Group (first to third management levels below the Board of Management)	19%	21%	/
Increase the proportion of women in leadership positions across the Group (management roles from the Board of Management to team leaders)*	/	/	36%
Improve Ströer's Kununu score	/	/	3.8**
Ensure continuing professional development (CPD) for employees (average annual number of training hours per employee)	28	26	22
Maintain an adequate number of trainees in the workforce	1.5%	1.5%	1.5%
Ensure consistent results from the Healthy Workplace employee survey	/	3.9	3.9***
Keep the number of accidents at work low	63	62	47

* New metric ('percentage of women in leadership positions') since 2022. The previous metric ('percentage of women in management') is no longer used.

** As at December 31, 2022

*** This is the prior-year figure; the next full-scale survey is due to take place in the course of 2023.

The Ströer Social Charter

The Ströer Social Charter is a groupwide framework for fair and ethical dealings within Ströer and with customers, partners, and other stakeholders. The values and social principles set out in the charter apply to all employees and are based on internationally accepted norms, guidelines, and standards, including the UN Universal Declaration of Human Rights and Guiding Principles on Business and Human Rights, the fundamental conventions of the ILO, and the OECD Guidelines for Multinational Enterprises.

The Ströer Social Charter contains 21 principles that set out Ströer's social obligations in detail. They cover aspects such as human rights, freedom of association, the right to collective bargaining, collaborative partnership with employee representatives, and handling restructuring measures responsibly. The charter also defines clear responsibilities and processes for how it should be implemented within Ströer and for making sure employees are aware of it. Overarching responsibility for the charter lies with the Group Board of Management, while responsibility for implementation rests with the individual companies.

The charter can be accessed on the Ströer website and on the intranet, and every new employee also receives a copy of it with their employment contract.



HR developments in 2022

At the end of 2022, the Ströer Group had a total of 10,576 full-time and part-time employees. The increase compared with 2021 was a result of organic growth. The overwhelming majority of employees (8,917) are based in Germany with foreign Group companies employing a total of 1,659 people, or 16% of the total workforce. During the reporting period, more than 97% of the Ströer workforce was employed within the European Union, where the legal standards governing social welfare and employment are high. In 2022, a total of 2,952 employees across the Group (28%) were employed on a part-time basis. The proportion of interns and students working as temporary employees during their studies is low at Ströer. The proportion of temporary staff relative to the total number of employees stands at about 4.2% (absolute figure: 441). The headcount includes around 400 sales staff in France

and Italy, who, as agents, have employee rights under French and Italian law. Ströer only uses contract workers in exceptional cases. In the fourth quarter of 2022, only 36 contract workers worked for Ströer (0.34%). Contract workers are not included in the stated employee figures.

84%
of employees work in Germany

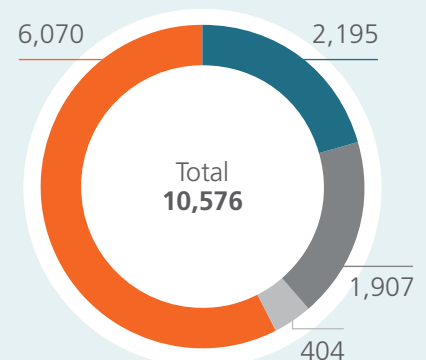
Ströer informs its employees promptly of any material developments at the Company, including in relation to sustainability, and of all actions that are relevant to their employment. No time frame has been specified for this as it must happen as soon as possible.

Key data on the Group's staff structure

	2020	2021	2022
Total employees in the Ströer Group	10,003	10,079	10,576
Percentage in Germany	81%	84%	84%
Percentage outside Germany	19%	16%	16%
Percentage of full-time employees	68%	71%	72%
Percentage of part-time employees	32%	29%	28%
Percentage of employees with a permanent contract*	/	/	78%
Percentage of employees with a fixed-term contract*	/	/	22%
Average period of service (years)	4.6	4.7	4.8
Staff turnover**			
Group total	28%	27%	15%
Group total, excl. Ströer X (call centers)	16%	14%	9%
New hires			
Group total	3,631	3,776	4,476
Group total, excl. Ströer X (call centers)	2,309	1,606	1,696

Employees by segment – as of Dec. 31, 2022

- OOH Media
- DaaS & E-Commerce
- Holding company
- Digital & Dialog Media



* Figure only relates to some of the companies in the Ströer Group (around 45% of the Group's total headcount)

** Metric adjusted from 2022: only includes cases where the termination of employment was initiated by the employee



In 2022, staff turnover across the Ströer Group was 15%. The main driver was the subsidiary Ströer X, which includes the call centers with more than 3,500 employees. Ströer X has a policy of allowing applicants with low academic and professional qualifications to prove their ability in a practical setting. New employees are specifically trained for the role on courses conducted by internal and external trainers, lasting several days or weeks. This training and the first six months of employment show who is up to the challenge and employees find out whether they can see themselves working in the call center in the medium to long term. As a result, staff turnover at Ströer X during these first few months is considerably higher than in the traditional advertising business. After this initial period, the attrition rate falls sharply. Both in the call centers and in the core business, the level of staff turnover at Ströer is usual for the sector.

Modern ways of working and modern employee assessments

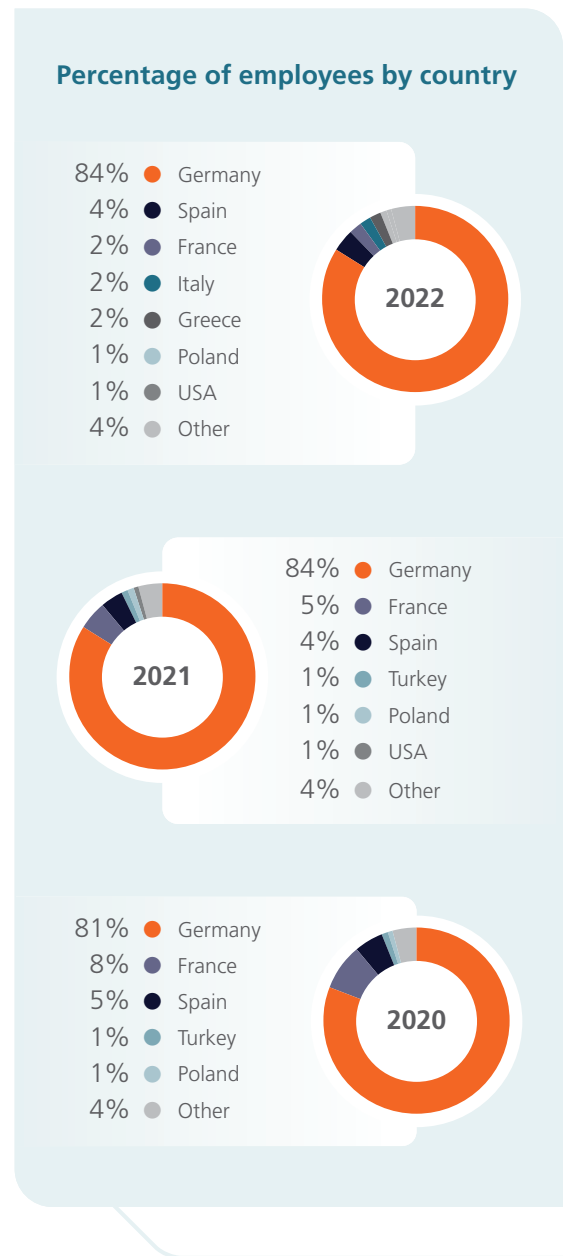


For Ströer, excellence in HR means facilitating modern ways of working and modern ways of managing employees, and initiating new ways of working where they stand to boost quality and efficiency.

Digital technologies are important here. Ströer continues to automate more and more administrative processes, allowing HR to focus on human-centered activities. One example is the use of digital signatures, which has become an integral part of contract management at Ströer. Digital signatures enable contract processes to be digitalized and automated, for example by allowing electronic signatures and the automation of contract preparation. This has significantly speeded up the processing time for new hires.

Day-to-day collaboration between staff and management can also be improved in a targeted manner. In addition to MS Teams, which has been rolled out across Ströer, Slack and an objectives and key results (OKR) software are also used within the Group. The OKR software is used to devise departmental, team, and individual targets throughout the year, to link them and thereby make achievements measurable and transparent. Agile methods such as Scrum are also used where required for project and product management, adapted for each department's needs and supported by digital collaboration platforms.

Where employee performance appraisals and feedback are concerned, Ströer does not stick to rigid intervals, preferring to maintain ongoing dialogue between managers and employees in day-to-day operations instead. Assessments are based on individual work goals agreed between an employee and their manager. To this end, the range of responsibilities is defined, potential parameters are established, and criteria for measuring target achievement are set. For employees whose remuneration includes a variable component based on the achievement of work goals, an online tool is available to their managers that can be used to discuss, document,



and track target agreements and to calculate progress and results.

In addition to the bilateral employee assessment, Ströer also holds calibration meetings at which managers present 'their' reportees together with their individual assessments. The other managers provide additional feedback ensuring that different perspectives are accounted for. Employees can request to be excluded from these meetings.





6.2 KNOWLEDGE AND INVOLVEMENT

In 2022, the results of the Healthy Workplace employee survey from the prior year were presented and discussed at internal staff meetings. The aim was to gain insights and identify appropriate measures to be taken. The purpose of the employee survey is to document and assess the key factors that affect the satisfaction of staff with their day-to-day work. Stress and the risks to mental health are among the main concerns. In 2021, a total of 2,522 employees took part in the full-scale survey, which comprised 34 individual questions. Overall, Ströer scored an average of 3.9 points on a scale of one (“Do not agree at all”, the lowest score) to five (“Totally agree”, the highest score). A total of 69.5% of the employees surveyed gave the Group a score of four or five points.

The next full-scale survey is scheduled for 2023 and is carried out every two years. In future, Ströer will also undertake mini surveys or ‘pulse checks’ for its four key values every six months.

Employer rating of
3.9 out of 5
for Ströer in its internal employee survey

In autumn 2021, Ströer organized its first virtual sustainability month, in which all employees were invited to take part. A follow-up event that was planned for 2022 had to be postponed but is planned for the first half of 2023 after publication of this report. The online ‘sustainability workshop’ platform was available to employees once again in the reporting year to submit ideas for sustainability-related improvements. The Sustainability Council then decides whether they are worth implementing. If ideas are taken up, the platform can be used to actively recruit supporters among the staff, who can also discuss, comment, and vote on the ideas. Examples of improvements that were implemented in 2022 are the internal LGBTQ+ network LOU’ vegan milk alternatives at office locations, and a Rhine clean-up at the Cologne-Sürth site by Ströer staff.

Ströer has also created additional forums to improve employee communication – both directly with each other and with managers. At the quarterly town hall meetings, the Board of Management of the general partner reports to employees on business performance in the preceding quarter, relays the latest news and current focus areas within the business, and answers questions from employees. Employees can also take part virtually. In addition, there is a central digital information platform (‘Ströer Net’) where employees can access all information, news, and press releases relating to the Group or the sector via an app or website. The platform strengthens cooperation and the sharing of knowledge within Ströer. At department level, the Board of Management also offers a format called ‘free period’ where staff and the Board of Management can get together and talk. All the staff of a single department are invited and set the agenda for the meeting themselves.





6.3 DIVERSITY

Ströer promotes a balanced and diverse workforce. The Group employs people from more than 110 nations with different skills, from different social backgrounds and cultures, with different genders and gender identities, with diverse sexual orientations, and in all age groups. Diversity is a catalyst for ideas and the cornerstone for the sustainable growth of the Company, and is a reflection of Ströer's customers and of society. Which is why diversity is a core focus of our HR strategy.

Ströer strives to ensure its working environment is free from discrimination by using groupwide standards, and grievance and control mechanisms [chapter 6.5](#). It also maintains an organizational culture that is shaped by respect, equal opportunities, and appreciation. This culture is founded on

raising awareness among management and creating spaces for the workforce to meet and talk, cemented by specific offers for productively balancing individual life plans with careers.

The head of HR at Ströer is directly responsible for the topic of diversity. In this role, she is responsible for the formulation of overall policy. She also designs groupwide HR standards on diversity, and is responsible for communicating them and ensuring that they are complied with. The head of HR initiates groupwide measures to promote diversity in the Group, for example by enhancing working models, launching targeted recruitment drives and offering training courses. She also represents the Group in internal and external HR-related diversity issues and is the women's officer of the Group.

Promoting diversity in the public sphere

Ströer strives to raise awareness for diversity and promote it in the public sphere. It uses the reach of its advertising media to do so, working with municipal and civil society partners, and members of the business community. Ströer implemented numerous diversity measures once again in 2022:

























- From November 2022 until October 2023, almost 50 Ströer students and trainees are taking part in the Diversity Challenge of the Diversity Charter, a competition for young employees that promotes diversity in the workplace.
- For Christopher Street Day in Berlin, Hamburg, and Cologne in 2022, Ströer showed its colors using its digital advertising media to lend visibility to the events.
- Ströer sponsored the Welcoming Out initiative using its advertising media for PR activities. In June 2022, a campaign was launched to encourage people outside the LGBTQ+ community to show their support for queer people.
- The Group also used the 10th anniversary of Diversity Day in Germany to draw attention to the subject on large-format screens and to spark discussions with employees, dispel preconceptions, and raise awareness of language and attitudes.
- For International Women's Day on March 8, 2022, Ströer supported the campaign 'Keine von Vielen' (not one of many), which is intended to raise awareness of equal opportunities in the workplace for men and women.
- In January 2022, Ströer supported a campaign for a legislative proposal against discrimination in the workplace (PetitionC190). It was devised by the advertising agency Thjnk and was shown on Ströer's digital advertising media.



Since 2021, Ströer has been a signatory to the [Diversity Charter](#), one of the biggest initiatives in Germany to promote diversity in the workplace. By signing the charter, Ströer is publicly committing to promote a diverse working environment and to report on its progress. For the Group, this includes its clear commitment to equal pay. With its internal LGBTQ+ network LOUT and the women's network EmpowHer, Ströer is emphasizing the open culture of the Company and encourag-

ing dialogue. Both networks also serve to initiate change within Ströer. Last but not least, Ströer is committed to welcoming staff with diverse qualifications and different social backgrounds into the Group. Ströer X, which comprises the call centers, is a good example. Ströer X has a policy of allowing applicants with low academic and professional qualifications to prove their ability in a practical setting and thereby gain a foothold in professional life.

Diversity in the Ströer Group

	2020	2021	2022
Percentage of women/men on the Supervisory Board	44%  56%	44%  56%	44%  56%
Percentage of women/men on the Executive Committee	29%  71%	25%  75%	29%  71%
Number of women on the Executive Committee	2	2	2
Percentage of women/men in management*	19%  81%	21%  79%	
Percentage of women/men in leadership positions**		/	36%  64%
Percentage of women/men in the workforce	51%  49%	51%  49%	52%  48%
Age structure			
30 or below	37% 	36% 	36% 
31 to 40	31% 	32% 	32% 
41 to 50	17% 	17% 	17% 
over 50	15% 	15% 	15% 

* Management = the three highest management levels below the Board of Management

** New metric ('percentage of women/men in leadership positions') since 2022. Leadership positions = management roles from the Board of Management to team leaders

One of our diversity measures focuses on providing targeted support for women. Ströer employed an almost equal number of women and men in 2022. When filling management positions in the Ströer Group, the Board of Management pays attention to diversity and endeavors to ensure that women are appropriately represented.

The following targets have been set for the proportion of women at the two management levels

below the Board of Management of Ströer SE & Co. KGaA by September 30, 2025:

- 30% of the first management level of Ströer SE & Co. KGaA below the Board of Management to be women (in 2022: 30%).
- 33% of the second management level of Ströer SE & Co. KGaA below the Board of Management to be women (in 2022: 33%).



In 2022, the Supervisory Board of the general partner also set a target of 33%, applicable from 2027 onward, for the proportion of women on a Board of Management with three members.

Various measures are being put in place to increase the proportion of women in leadership positions in the Ströer Group.

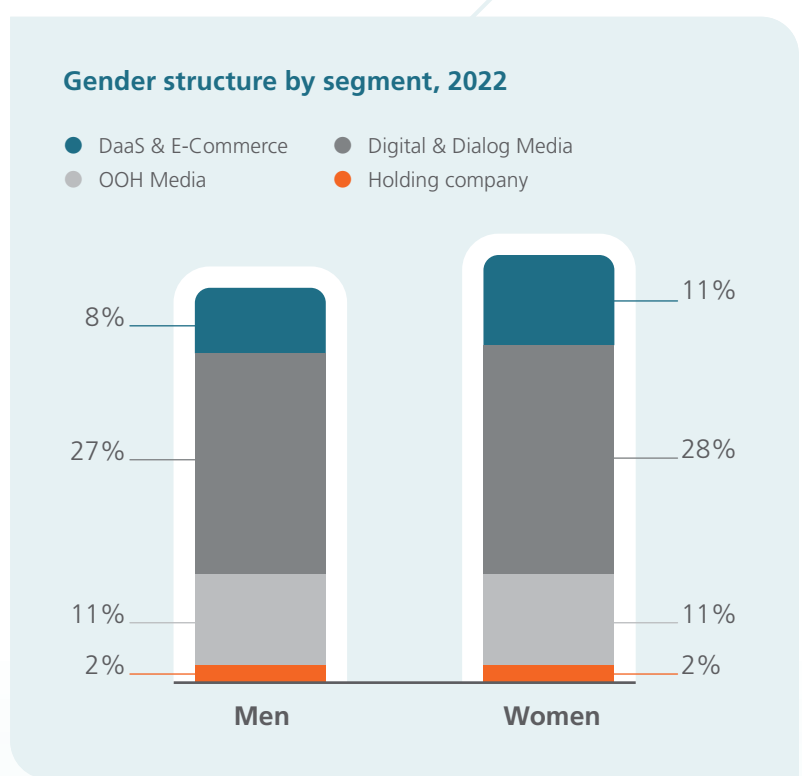
In recruitment, it is ensured that the application process is fair and recruiters are briefed on the issue of equal opportunities. The Group also participates in forums and job fairs that are deliberately aimed at women. In October 2022, for example, Ströer had its own stand at [herCAREER](#) in Munich, Europe's leading expo for female careers. And in June 2022, Ströer took an active part in [KOA 2022](#) in Berlin, a leading HR festival for women. By participating in the [Female Accelerator Program](#) run by Social Bee gGmbH, Ströer also linked its support for women with its corporate citizenship in 2022. Ströer is providing on-the-job training for two women refugees to help them qualify and get certified as project managers in under a year.

Another area of focus involves identifying talented staff within the Group and supporting them in their professional development. This includes providing support for external initiatives and the participation of female managers from Ströer in such initiatives. As a founding member of the Cologne-based [Mit Frauen in Führung](#) (women in the lead) association, Ströer campaigns for equal development opportunities for women and men. A total of 16 major Cologne-based companies are members of this association, which invests in female executive staff, primarily through a cross-mentoring program. Ströer is also involved in the [Women into Leadership initiative](#), which encourages networking and the sharing of ideas and information between women in leadership positions. Ströer's internal women's network EmpowHer emulates this mindset. Talented female staff are also encouraged to apply for the career development program (JUMP'n'grow). This is a further initiative used by Ströer to promote commitment and diversity.

Options for creating a better work-life balance are another means of promoting diversity. Ströer offers its employees various options for

adapting their working hours to their individual situation or stage of life. These include general company-wide arrangements and customized arrangements for individual employees. Ströer is implementing progressive working practices as part of the digitalization of the workplace. In addition to a system of working time based on mutual trust, these include arrangements such as individual part-time working, job shares, and hybrid work patterns. Ströer calls the latter Flex Work (working from any location). Flex Work has already been successfully launched in several group companies. Ströer also offers sabbaticals through its Urlaub+ model, which enables employees to increase their vacation allowance by up to 20 days' unpaid leave. Here, too, the objective is to increase flexibility. Ströer is also introducing the 20-day Workation, which gives staff the option to take up to 20 days of Flex Work and work from any location in Europe, where their role permits them to do so.

In 2022, a gender pay-gap review was carried out for the Group. Pay for sales specialists was examined as this is one of Ströer's core areas of activity and it is an area in which jobs can be directly compared. The review did not identify any gender pay gaps.



6.4 STAFF DEVELOPMENT

At Ströer, staff development has three strands: training of talented young staff, on-the-job training, and targeted continuing professional development for staff and managers.

Training of young talents



Ströer sees the training of young people as an important step in assuming responsibility for their qualifications. It is also a means of securing the loyalty of a pool of talented employees at an early stage and giving them opportunities for development. In 2022, the Ströer Group provided vocational training for a total of 161 young people in Germany. The aim is to provide support through extensive on-the-job training and to maintain, at a consistently high level, the proportion of trainees in the workforce and the proportion of trainees to whom the Company subsequently offers permanent positions.

A key component is traditional vocational training, which usually lasts three years and is undertaken by qualified instructors. Ströer currently offers vocational training in media design, office management, marketing communications, and IT.

The Group also offers a degree apprenticeship program (with bachelor's and master's degrees) in marketing & digital media, business administration, business informatics, and management & digitalization. Ströer pays its trainees an attractive wage and covers the fees for the entire degree course. The courses comprise practical and theoretical phases. In the practical phases, students

work on the ground in the Group, which means that they can actively take on responsibility at an early stage. In the theoretical phases, they are taught at the partner universities. Ströer has partnerships with five leading universities in Germany. These partnerships include specific project work that has been tried and tested over many years.

The third component is the 18-month trainee program that Ströer offers young graduates to give them an introduction to working life. The graduate trainees get to experience different operating and corporate units and are assigned a mentor. The trainee program is offered in general management, HR, and sales.

In addition, Ströer offers students the option to gain practical experience through internships or by working as a temporary employee during their studies. The Group also acts as a partner for students writing theses for their bachelor's or master's degrees.

For the third year in a row, the business magazine Capital identified Ströer as one of Germany's best training providers in its October 2022 survey. The Group received four stars out of a possible five.

Staff development in the Ströer Group

	2020	2021	2022
Number of trainees and employees on the degree apprenticeship program	151	154	161
Proportion of trainees in the workforce	1.5%	1.5%	1.5%
New trainee hires	45	112	51
Trainees offered a permanent position	34	76	26
Average annual training hours per employee	28	26	22





Training and continuing professional development



In order to retain employees in the long term and to conserve knowledge and skills within the Group, it is imperative that the Ströer Group offers staff opportunities to progress. To this end, development needs are discussed and agreed individually between managers and employees. The agreements are based in particular on the role of the employee, the work goals agreed with the manager, and potential career prospects within the Group, which may be specialist or management careers. When planning new training formats, the Group also takes into account developments in the market and the skills and knowledge required for its business. This includes new technological skills, knowledge about current regulations or internal policies, and methodological knowledge.

In addition to individual development measures, Ströer also offers standardized development programs across the Group. JUMP'n'grow is a talent development program that usually lasts twelve months. Participants are selected by the Ströer Executive Committee. The program includes various training courses and workshops and is supported by individual mentoring by experienced senior executives. As a result of coronavirus restrictions, some parts of the program took place digitally in 2022. Digital self-guided courses were also offered and regular book discussions were established, with the face-to-face workshops being postponed to a later date. In September 2022, the fourth round of JUMP'n'grow launched with 26 new trainees.

The JUMP up management training program was also continued in 2022, with 'Digital Leadership' as its main area of focus. The program comprises various modules in which HR employees who are qualified trainers prepare content tailored to the needs of the participants and the organization and offer it to Group offices across Germany. A number of modules were also offered for managers on topics such as working with decentralized teams ('lead over distance'), authenticity, modern leadership, appreciation & communication, and delegation. Digital working courses (e.g. 'meet over distance') were offered to all employees.

In 2022, the JUMP'n'train interactive learning platform was revamped in order to make the content easily accessible to all employees at any time from anywhere. The platform functions as a central re-

pository for knowledge and career development activities. The activities include classroom-based training, self-study courses, webinars, workinars, and more. The courses are continually added to, and cover topics such as IT and systems, methods and media literacy, sales, and soft skills. Content can be offered at any location thanks to new technologies such as virtual classrooms.

Employees are also able to take a part-time degree program or study for a qualification while working. Working hours can be temporarily reduced in agreement with a manager and, depending on the subject matter and purpose of the skills development course, employees can apply for Ströer to pay for some or all of the fees. Examples of such measures are training as a first aider or youth protection officer, Scrum master, or OKR master, which are all supported by Ströer.

These opportunities are supplemented by mandatory training sessions, both in order to meet regulatory requirements and to ensure that important topics are firmly grounded across the workforce. The main topics are data protection, compliance, information security, and health and safety [chapters 8.3 to 8.6](#).

In 2022, an average of 22 hours of training were completed per Ströer employee. This number includes all groupwide professional training and development measures.



6.5 FAIR WORKING CONDITIONS

Ströer does most of its business in western Europe where legal (social) standards for the protection of workers' rights are high. Ströer has also documented its groupwide commitment to fair working conditions in the [Ströer Social Charter](#), which was adopted by the Group Board of Management in 2022. Information events and mandatory training sessions on the charter are due to be organized for the Group companies from January 2023. Also in 2023, one focus topic from the Ströer Social Charter will be highlighted each month with awareness of the topic being raised via internal communications. In addition, the charter formally documents the grievance reporting channels in the event of non-compliance.

In this context, Ströer permits its employees to organize themselves in any way they choose. Freedom of association is part of this. At present, no Ströer Group companies are a member of an employers' association. A few companies have their own collective wage agreements in place that originate from when businesses were acquired or transferred. The proportion of employees at these companies who are covered by the collective wage agreements is less than 5%.

In accordance with the German Codetermination Act, half of the members of the Supervisory Board of Ströer SE & Co. KGaA are employee representatives. Workplace representation is regulated by the German Works Constitution Act, which sets out in detail the rules governing the establishment of a works council and its codetermination rights. Employees with grievances or personal problems can take them either to the management or to the members of the general works council or the works councils of the subsidiaries, who function as workplace representatives. Ströer is also subject to the General Equal Treatment Act (AGG), which was introduced in 2006 and regulates areas of application and processes for the prevention of discrimination in a workplace context.

Every employee has been informed about the AGG and has given a written commitment to abide by it. Violations can be reported via the central complaints bureau of the Ströer Group, the relevant works council, or the German Federal Anti-Discrimination Agency. Ströer's clear anti-discrimination position is also enshrined in the Ströer Social Charter. Ströer rejects any kind of discrimination,

whether on the grounds of gender or gender identity, age, cultural background, religion, mental or physical ability, sexual orientation, national, ethnic, or social background. Ströer provides employees with information on rules and on how, and to whom, to complain via various channels such as the intranet. These include grievance mechanisms in the compliance organization [chapter 8.5](#) and the electronic Ströer human rights (SHR) mailbox, which can be used to contact the head of HR directly and confidentially.

The AGG is supplemented by the provisions of the German Part-Time Work and Fixed-Term Contracts Act (TzBfG), with which Ströer must comply as it is a German company. The TzBfG prohibits discrimination against part-time employees or those on fixed-term contracts. It specifies among other things that part-time employees are entitled to the same pay and the same workplace benefits (in some cases on a pro rata basis) as full-time employees. In the same vein, it ensures that part-time employees or those on fixed-term contracts also participate in relevant training and professional development measures, such as compliance training sessions. The same applies to training given by the Group.



















Ströer acknowledges its duty to protect parents to be and recognizes the right to special leave for family reasons in the Ströer Social Charter. Through flexible working hours and models and office-specific offerings – such as the company childcare facilities at its Cologne headquarters – Ströer helps staff reconcile work and family life. In line with statutory provisions, Ströer grants staff the right to take up to six months of unpaid leave in order to care for close relatives in the home (care leave). This period can be extended to 24 months (family care leave) if leave is combined with a reduced working week of at least 15 hours. In addition, parents are entitled to up to 36 months of unpaid leave (parental leave) up to their child's ninth birthday. During that period, parents can apply for parental allowance under the German Parental Allowance and Parental Leave Act. The parents are jointly entitled to 14 months of parental allowance in total. The amount of parental allowance that each parent gets is based on their individual income before the birth of the child, and generally amounts to approximately 65% to 67% of that income. During maternity leave (generally 14 weeks)



and the associated ban on working, all mothers employed by Ströer receive a maternity allowance at a comparable level to their previous earnings. If a mother is banned from working outside the usual 14-week protection period, either before or after the birth, they are entitled to maternity protec-

tion pay from Ströer. Maternity protection pay is calculated as the average earnings of the last three calendar months prior to the start of pregnancy. In all the aforementioned cases, Ströer is not permitted to dismiss a pregnant mother during her maternity leave or the maternity protection period.

Parental leave in the Ströer Group*

	2020	2021	2022
Number of employees on parental leave**	187 	207 	216 
of which women	91 	109 	104 
Percentage of women/men among those on parental leave	49%  51%	53%  47%	48%  52%
Number of employees who have returned from parental leave***	184 	186 	223 
of which women	77 	96 	107 
Percentage of women/men among the returned employees	42%  58%	52%  48%	48%  52%

* Figure only relates to some of the companies in the Ströer Group (around 45% of the Group's total headcount)

** Employees who took parental leave in the reporting period, regardless of their return date

*** Employees who returned from parental leave in the reporting period

In 2022, Ströer coped well once again with the challenges posed by the global COVID-19 pandemic, and by the war in Ukraine, without notable restructuring and without compulsory redundancies. In addition to the positive business performance, the use of Flex Work and virtual work flows helped

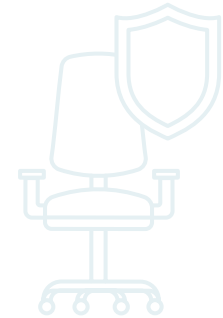
Ströer in this regard. The statutory periods specified in Germany in section 622 of the German Civil Code (BGB) in the event of compulsory redundancies by the employer apply to Ströer. In 2022, no areas of the business were on short-time working.



6.6 OCCUPATIONAL HEALTH AND SAFETY

Occupational health and safety KPIs in the Ströer Group

	2020	2021	2022
Sickness rate*	5.3%	5.6%	7.7%
Number of accidents at work**	63	62	47
Accident rate***	6.9	6.2	4.4
Number of training sessions	31,422	24,413	22,008
Health and safety****	9,455	12,366	4,697
of which fire safety	3,974	3,358	2,817
of which driver training	2,834	3,087	42



* Proportion of sickness-related absence relative to contracted working time

** There were no fatal reportable accidents in the period from 2020 to 2022.

*** Number of deaths and accidents with more than 3 lost working days per 1,000 FTEs (rate per 1,000)

**** Some training modules are not held every year.

Ströer takes its responsibility for the health and safety of its employees seriously. Its primary concerns are protecting their mental health and preventing accidents in the workplace or any work-related illnesses. Ströer is subject to the statutory provisions of the German Health and Safety at Work Act and similar legislation in other relevant countries.

Ströer therefore takes all action necessary to ensure the safety and health of its employees at work. Threats and risks are regularly identified in the risk assessments and meetings of the occupational safety committee (ASA) that are required by law. Occupational health and safety measures are then developed on the basis of these analyses.

Safety officers, first aiders, and fire safety officers complete regular training courses. The mandatory instruction sessions on health and safety, fire safety, and driver training apply to all employees and can be completed via the interactive learning platform JUMP'n'train. All accidents at work are fully documented in accordance with the statutory regulations and, if necessary, corrective measures are implemented. First aid equipment and fire extinguishers are available in all offices; larger offices also have defibrillators. The external occupational health service also visits the workplaces regularly and carries out inspections for employees working at screens, for example, and medical check-ups in accordance with the German Ordinance on Oc-

cupational Healthcare (ArbMedVV). In November 2022, Ströer went even further by appointing its own occupational safety specialist, who, with the help of external service providers, is tasked with assessing the Group as a whole. The occupational safety specialist carries out risk assessments and site visits, and holds meetings of the health and safety committees.

24%

fewer reportable accidents at work in 2022 compared with 2021

The general health and safety obligations (first aiders and fire safety officers, risk assessment, instruction, and ASA meetings) and the special work safety obligations (mental health risk assessment, compliance with working hours regulations) are delegated in writing to the managing directors or managers at the sites. Ströer provides employees with information on matters relating to occupational health and safety, internal contact persons, and relevant statutory provisions on the intranet.

In 2022, there were a total of 47 reportable accidents at Ströer, a considerable reduction on the 62 accidents in 2021. The sickness rate stood at 7.7% (prior year: 5.6%). The impact of the global COVID-19 pandemic has to be taken into account here, as the effects were clearly felt in the Ströer workforce with a rise in sick days in 2022.



6.7 VOLUNTARY EMPLOYEE BENEFITS

Ströer also offers its staff voluntary benefits. In partnership with an external service provider, Ströer offers two extras through salary sacrifice: Joblunch and Jobbike. Jobbike gives staff the opportunity to lease bikes or e-bikes at attractive rates deducted directly from their gross salary. Joblunch is a lunch subsidy for participating employees, which is granted on up to 15 working days a month. Employees are also offered a range of corporate benefits via partner platforms.

These benefits are complemented by site-specific non-salary benefits, such as health days where the Company highlights important health-related matters, health courses, water coolers, and free fruit and coffee. At Ströer headquarters, there are also company child-care facilities and a staff restaurant with a coffee bar. All information on the general and site-specific voluntary employee benefits are available to employees via the intranet and the Group's website.





7 | Business partners and society

SUSTAINABLE SOLUTIONS

Products are at the very heart of Ströer's work. The growing demand for sustainable solutions is an incentive for the Company to continually develop and enhance its portfolio. Firstly, Ströer seeks to offer services for its customers that provide an additional benefit to the environment and society. This includes pro bono advertising. Secondly, Ströer can reach a wide audience for sustainability-related topics via content-based solutions such as t-online or watson, both online and in public spaces via digital media. This portfolio gives Ströer a sustainable quality advantage that it can offer to its customers, municipal partners, and society.



7.1 ADVERTISING MEDIA AND STREET FURNITURE

In the out-of-home business, Ströer uses around 300,000 advertising media in Europe, predominantly in Germany. They include traditional formats, such as billboards and advertising pillars, and digital formats featuring LED/LCD screens. Ströer organizes the installation, care, maintenance, and illumination of these advertising media.

It is of prime importance that advertising media can be produced and maintained in an environmentally friendly manner with a particular focus on combating climate change [\[chapters 5.2 and 5.3 \]](#).

Besides measures to improve energy efficiency, the gradual switch to carbon-free electricity from

renewable sources (green electricity) is crucial for reducing carbon emissions. The majority of the energy required to operate Ströer's advertising media in Germany is green electricity. Breaking it down, around 90% of the Group's digital advertising media are powered by green electricity while the figure for Germany alone is 100%. Since 2021, all digital advertising media and all out-of-home advertising media used in campaigns booked by customers have been climate-neutral.

In 2022, our emissions offsetting was expanded to include other key out-of-home advertising media, such as those used at rail and bus stations, on public transport, and at cultural events, meaning

New generation roadside screen: focusing on environmental performance

Ströer aims to continuously improve the environmental performance of its products. With this in mind, the Group is working on a new generation of roadside screens (RSS), which are already being put to the test under real conditions. The new RSS generation is being developed with the lifetime environmental footprint in mind – from the choice of components and live maintenance through to the disposal of materials. The aims are to drastically reduce energy consumption, cut GHG emissions, avoid waste, and ensure the screens have a long service life.

To achieve all of this, LEDs, drivers, power supply units, circuit boards, and other components of the RSS are carefully selected and coordinated. This enables the power consumption to be significantly reduced depending on the ambient light or the position of the screen. Whether components can be repaired is also taken into account. Defect pixels will be able to be replaced in the future without the whole panel having to be replaced and disposed of. An innovative screen monitoring system will mean less call-outs to service the screens, which will also serve to reduce GHG emissions. At the end of its lifespan,

the RSS can be completely recalibrated for reuse in a like-new condition.

Standardization in the choice of LED modules is a further priority. Because these modules have the same external dimensions, they can be used in any of Ströer's customary screen formats.


Final assembly of the RSS is undertaken by Ströer service providers in Germany, which reduces the time and transportation involved in assembly compared with the predecessor generation. The new generation of RSS can therefore be rapidly and flexibly assembled and erected in line with customer requirements. This will allow Ströer to significantly reduce its warehousing capacity going forward. At present, advertising media in a range of specifications have to be purchased in advance and stored. There will be no need for this with the new RSS, which will result in various financial and environmental benefits.

Once the test phase has been completed, the new RSS are due to be rolled out as part of Ströer's digitalization drive, starting in the second half of 2023.



that the entire portfolio of advertising media is now climate-neutral. The first step in calculating the GHG offsets is to measure the carbon emissions directly related to all the main types of advertising media, both in out-of-home advertising and digital advertising (product carbon footprint, PCF). Besides electricity consumption by the advertising media themselves, the PCF includes the data centers, printing, and logistics, and the disposal of materials. Any remaining carbon emissions that are directly related to these advertising activities are then fully offset each year via certified climate change mitigation projects.

Around 6,450
digital advertising media
are part of a public warning
system in the event of danger

In addition to these measures, Ströer is also involved in  Green GRP, a German market initiative run by companies in the media industry. Green GRP is aimed at encouraging emissions from advertising campaigns to be calculated and offset.

Ströer already contributes to the highly efficient local public transport infrastructure through the more than 18,000 bus and tram shelters that it operates and/or manages in Germany. The Company is also investing in the expansion and upgrading of its infrastructure to provide additional functionality for the sustainable development of urban systems ('Smart City'). Ströer offers services in four areas: emissions (measurement and reduction), mobility (measurement, services), communication (education, inspiration), and safety (warning). This portfolio enables the Company to address environmental and social aspects of sustainability.

The expansion of Ströer's digital infrastructure opens up new opportunities. Information can be provided, interaction created, and people inspired – all in real time and in accordance with local needs. Ströer's screens can also be used for sustainable communications that promote a positive social and environmental urban climate. One example is the delivery of sustainability-related content via the Green Voice channel introduced by Ströer in 2021, which was expanded over the course of 2022. Ströer works closely with content partners such as the Justdiggitt and Fairventures Worldwide chari-

ties, the 'Sinnflut – Zukunft gesunde Stadt' initiative, and everwave to create the content for Green Voice. The Group has also devised its own formats, such as Green Planet and Green Facts. Both formats draw on information from various environmental sources, such as the German Federation for the Environment and Nature Conservation (BUND), the Nature and Biodiversity Conservation Union (Nabu), and WWF Germany. The facts are then presented in a readily understandable format, thereby helping to raise awareness and improve understanding of the concept of sustainability among the general public.

Another building block in the infrastructure improvement plan is the greening of street furniture. The aim is to continuously increase the number of greened bus/tram shelters and advertising pillars over the next few years and make a visible contribution to enhancing the quality of life in towns and cities. Ströer therefore offers all its partners the option to green existing bus/tram shelters, where structurally possible, as a means of ensuring that infrastructure remains fit for future use. As part of the Smart City partnership with the city of Bonn, Ströer began testing future scenarios, such as the greening of shelters with sedum, in 2021. In 2022, the first advertising column was greened in the city of Bonn. In other German cities, such as Bochum, Erlangen or Krefeld, the first bus shelters and advertising columns were greened and new greening plans were launched in the reporting year.

Ströer's activities in the area of municipal warning systems were also expanded in 2022. Around 6,450 digital media in 280 German towns and cities were part of the warning infrastructure as at December 2022. Digital screens were upgraded or installed in Bremerhaven, Fürth, and Braunschweig during the reporting year. In Nuremberg, a total of 96 Ströer Infoscreens were hooked up to the MoWaS warning system of the German federal government in November 2022. All warnings issued by the integrated control room for the fire service, emergency medical services, and disaster response service will now appear directly on the Ströer screens. This provides an additional means of informing the public in emergency situations. On September 8, 2022, Ströer took part in a warning day in Hamburg, where a test warning about a storm tide was displayed on around 500 of Ströer's digital municipal information systems, among other advertising media. The warning day in Hamburg served as a test run for the national warning day on December 8, 2022, in which Ströer also participated. All warning devices across Germany were tested, as were the local warning plans of the various municipalities. This included sirens and loudspeaker announcements from vehicles.



Ströer at the 2022 Greentech Festival

The 2022 Greentech Festival took place in Berlin from June 22–24. ‘Together we change’ was the tagline for the festival, which brought more than 13,000 visitors to the city’s former Tegel airport site. Over 200 companies and organizations showcased their new green technologies, sustainable products, and innovations at Europe’s largest sustainability event. In addition to the exhibition, the three-day festival also included three conferences with over 50 panels, where more than 100 speakers shared their knowledge and provided inspiration for the festival’s visitors. Ströer took part in the festival once again in 2022 as a premium partner and exhibitor, presenting sustainable infrastructure solutions and municipal communication options at its own stand. There was a shelter with active air filtration, a bench made from upcycled driftwood, and an e-ink timetable that uses virtually no electricity and makes paper redundant while saving journeys to the shelter to change the timetables. The roof of the shelter was also fitted with a solar panel and had been greened. An out-of-home screen, fitted with an air filter as well, was featured with an integrated siren for the first time. As part of the warning infrastructure, such screens will be able to assist crisis management teams acoustically as well as visually in the future. Visitors to the stand were able to find out about these solutions as well as other digital solutions for municipal communication and individual advertising solutions. The Ströer stand also showcased exhibits from this year’s partners on its stand, Ottobahn and Mann + Hummel. Ottobahn unveiled its transport system design based on a suspension railway and Mann + Hummel presented various air filter models.

Ströer sees the partnership and the media support provided to the Greentech Festival as an expression of its belief that sustainability and business success can be compatible.



7.2 POSTERS THAT BENEFIT THE ENVIRONMENT

Since 2021, customers of the Ströer Group company blowUP media have been able to choose a 100% PVC-free material for their giant posters, and in February 2022 the company switched completely to the more environmentally friendly 'Green Line' materials. The Green Line poster material is not only PVC-free but also made from up to 100% recycled materials, depending on the product type. The use of production waste as a recycled material, combined with weight savings, means fewer resources are used and carbon emissions are almost 69% lower than if conventional materials are used. Since March 2022, blowUP media has also offered its customers a sustainable product in its premium segment: Green Line OCEAN contains 10% ocean plastic, thereby helping to reduce the amount of waste in the oceans. Compared with previous PVC-based products, the innovative giant poster material actually cuts CO₂ emissions by 85%.

Customers can also have their giant posters treated with an air-purifying coating: 'The Pure' is a transparent layer of active titanium dioxide that is applied to the poster and removes pollutants such as nitrogen oxide from the air by a process of photocatalysis. A poster with a surface area of 500m² has the air-purifying capacity of 35 broadleaf trees.

'The Green', a giant poster surrounded by a 140 m² Vertical Garden®, was the latest product to be added to blowUP media's portfolio of sustainable products in November 2022. The vertical urban greenspace in Berlin comprises 12,000 plants and offsets around a tonne of CO₂ each year. It improves the microclimate, is a habitat for bees and insects, and helps to make the city greener.

Since 2021, all giant posters offered by blowUP media have been produced carbon-neutrally. Since mid-2022, emissions from both giant poster and DOOH campaigns have been offset. The product carbon footprint is calculated for each customer campaign and the CO₂ emissions are offset through a Gold Standard climate change mitigation project.

12,000

plants make up blowUP media's vertical urban garden in Berlin

Outside Media, a provider of giant posters and a Ströer Group company, also offers air-filtering materials in Germany. Its 'theBreath' technology cleans the air by filtering out harmful air particles: Three special layers absorb polluted molecules and unpleasant odors, thereby cleansing the air. The process is completely passive and uses the natural movement of the air without requiring any additional energy. In one year, a giant poster with this technology can filter the pollutants from the exhausts and tire wear of up to 400,000 cars from the air. The material is mounted on the reverse side of the giant poster and remains active for around six months. The material is then replaced and professionally disposed of.



7.3 REACH FOR SUSTAINABILITY TOPICS

Ströer's news and information portals enable it to achieve reach for sustainability topics of relevance to its target audience online and in public spaces via digital media. The two news portals, t-online.de and watson.de, report regularly on current sustainability-related topics. The offering encompasses news from the worlds of science, business, technology, and politics as well as topics relating to healthier and more sustainable lifestyles. Since 2020, the topic of sustainability has become a permanent part of the editorial line. This reflects the greater interest of readers, and also the increased importance of sustainability for society in recent years. The new Green Voice channel was expanded in the year under review [chapter 7.1](#).



7.4 PRO BONO ADVERTISING

Ströer uses its expertise in out-of-home advertising to gain reach for topics of relevance to society. It offers advertising space at cost price or heavily discounted prices for non-government organizations and socially beneficial purposes (pro bono) and has a long track record of successful collaboration with charitable organizations. Support is focused on children, development aid, and the arts. Long-standing partners include the SOS Children's Villages, the German Children's Fund, the children's charity Kindernothilfe, Impacc (development aid), and the Young Euro Classic (arts), an international music festival for youth orchestras. Ströer either covers the full cost of a campaign, including materials, or waives its fee for the service provided. Ströer has supported hundreds of projects and initiatives in this way in recent years, with a media volume of more than EUR 20 m per year.

EUR 20 m
annual media volume for pro bono advertising

The partnership agreed in summer 2021 with UNICEF, the UN children's organization, is a flagship project and a reflection of this approach to sustainability in a social/community context. The partnership will initially run for three years. Ströer is supporting UNICEF in its efforts to promote the rights and interests of children and to raise public awareness of children's rights. To this end, the Company is providing advertising space in towns and cities across Germany. To mark World Children's Day, the strategic partners launched a nationwide out-of-home campaign using posters and digital formats with the tagline 'Jedes Kind hat Rechte. Auch Du!' (Every child has rights, including you!) on September 20, 2022. The campaign centered on authentic statements by children between six and twelve years of age in which they express their wishes and call for their rights to be respected. Going forward, the partnership will also focus on developing and delivering joint campaigns to promote children's rights in Germany.



Solidarity with people from Ukraine and Iran

2022 was marked by the ongoing war in Ukraine. The level of human suffering was dramatically worsened due to a lack of food, clothing, medical supplies, and shelter. For this reason, Ströer used the reach of its digital advertising media to support the German aid alliance Aktionsbündnis Katastrophenhilfe with a nationwide appeal for donations. Since the end of March 2022, Ströer has shown the Ukrainian flag made up of QR codes for the donation website on advertising media in pedestrian areas, shopping malls, and train stations as well as on Infoscreens in subway stations. Ströer also supported the 'need-help.nrw' campaign run by the Federal State of North Rhine-Westphalia, which informed women refugees about the help on offer in the region on arrival at train stations. The Group made around 500 digital information screens available for this cause.

Besides the war in Ukraine, the protest movement in Iran was also a focus of public attention in 2022. Using the tagline 'Frau. Leben. Freiheit' (Woman. Life. Freedom) in a nationwide campaign, several German women's organizations rallied for solidarity with those protesting in Iran from mid-October 2022. Ströer supported the organizations' initiative by showing the campaign advert on digital municipal information systems across Germany.

German Civic Commitment Award and Ströer provide boost to volunteering

In order to raise the profile of voluntary civic commitment in Germany and make it more visible, Ströer and the German Civic Commitment Award (Deutscher Engagementpreis) agreed a three-year media partnership in 2022. On this basis, the partners shone a spotlight on volunteering efforts in Germany from September 8 to October 19, 2022: the nominees for the German Civic Commitment Award, which is voted for by the public, were able to give visibility to their voluntary civic commitment. As media partner to the project, Ströer raised public awareness and recognition for the volunteers on 6,000 digital municipal information systems across Germany. From September 8, 2022, members of the public were able to cast their vote and say thank you at www.deutscher-engagementpreis.de/publikumspreis. The six award winners were announced and celebrated on December 1, 2022 at the award ceremony in Berlin.



7.5 PRODUCT STEWARDSHIP

Quality management



Ströer is a service provider focused on out-of-home advertising. The system of quality measurement used in industry thus only has limited application to Ströer's processes, so it has decided against introducing traditional certified quality management systems. Instead, Ströer has implemented systems that are tailored to the specific requirements of its business and address its own high quality standards in an appropriate way.

Relationships with all customers are based on Ströer's [General Terms and Conditions \(GTC\)](#) for out-of-home advertising and digital marketing and its General Terms and Conditions of Purchase. The GTC are supplied to all customers and are based on the statutory provisions applicable in each country. If the service provided by Ströer is not adequate, customers can use the means and the communication channels defined in the GTC to assert their rights.

To avoid deficiencies and ensure conformity with Ströer's GTC and applicable law, quality management systems tailored to the needs of the specific businesses have been implemented in out-of-home advertising and digital marketing. These require advertising content to be checked by Ströer before it is run (see the 'Responsible advertising' section) and quality assurance and client liaison are carried out on an ongoing basis during the whole time the campaign is running. Specific instructions for employees and related responsibilities are defined and set out in policies. In digital marketing, questions of technical functionality, compatibility, and user-friendliness in comparison with out-of-home advertising naturally have particular weight.

In out-of-home advertising, Ströer has supplier management, build-ings management, and advertising media management systems to ensure that the advertising media and street furniture are made, installed, and managed properly and in accordance with German law. The relevant duties and responsibility for overarching quality management are centralized at Ströer. The relevant knowledge and regulations are documented in the quality management handbook (QMH), which provides the basis for the collaboration with external service providers.

Prototypes for advertising media or new sub-functions are subjected to intensive testing in Ströer's own research department before they are installed or used in public. New advertising media are signed off at the manufacturer's premises or after delivery to the receiving warehouse, by suitably qualified and trained Ströer employees. Once they have been brought into service, advertising media are regularly inspected in situ as part of the management process and are subject to technical inspections at varying intervals – including the regular DGUV-V3 inspection (DGUV = German Social Accident Insurance organization) and the stability analysis for advertising media. Ströer is thereby not only meeting its quality promise to customers but also guaranteeing a high standard of (product) safety and durability of the advertising media in public spaces.

A systematic quality management procedure has also been established for Ströer's journalistic offering. At t-online.de, Ströer's central news platform, all key requirements are documented in editorial policies and accompanying guidelines. These include the editorial identity, the definition of workflows, formats for communicating with customers, such as the readers' advisory council and user labs, and formalized quality assurance mechanisms. Similar policies are also available for watson.de.

In 2022, IT infrastructure was set up in the cloud for t-online.de. This enables t-online.de to respond more flexibly and robustly to high user demand while at the same time increasing the economic and ecological efficiency of the IT infrastructure. For users of t-online.de, faster loading times should noticeably improve quality and the new, especially easy-to-read fonts and font sizes should also make the content more accessible for users with disabilities. More information on information security and data protection is available in [chapters 8.3 and 8.4](#) of this sustainability report.



Responsible advertising



The activities of Ströer and its advertising clients are governed by the legislation in Germany that is relevant to advertising. This includes, in particular, the Unfair Competition Act (UWG), along with provisions in other statutes such as the Protection of Young Persons Act (JuSchG), the Medicinal Products Act (AMG), and the Health Services and Products Advertising Act (HWG). German price specification regulations and certain product-related advertising bans or restrictions also apply, and national laws such as the press laws or standards applicable to the presentation of advertising also have to be considered.

Taken together, these rules ('advertising law') set clear guidelines for responsible advertising and the associated obligations of companies. They are reflected in Ströer's General Terms and Conditions, the groupwide [Principles of Ethical Advertising](#), and the associated process landscape. They include the obligation to ensure that advertising content is legally compliant and not unethical. Pursuant to Ströer's GTC, the clients are responsible for the form and content of the advertisements and ensuring that they are legal, and Ströer does not have a formal obligation to inspect such content.

However, as part of the process of inspecting advertising content in out-of-home advertising, Ströer checks – for reasons of due diligence – whether there are any clear violations of law or ethics. Such violations may exist if, for example, the content is clearly degrading or discriminatory, if it is politically, ideologically, or religiously extreme, if children or young people are targeted in an unethical or manipulative way, or if there are concerns relating to road traffic law. A similar process exists in digital marketing. This is documented in relevant advertising policies and is also applied to every campaign.

For out-of-home advertising, the first step is to carry out an automated, initial content check on the basis of the GTC for out-of-home advertising with the help of artificial intelligence. Ströer has developed its own learning software for this, which independently identifies and labels offensive images and text. The software checks all incoming copy provided by clients and offers a high level of accuracy in the initial identification of possible GTC violations. Based on this, the campaign management employees carry out their own, parallel

check. If this check reveals unacceptable content, dialogue is sought with the clients, and ultimately the advertisement is revised or rejected, or the campaign is halted. In cases of doubt, decisions are escalated to the next-highest management level, right up to senior management. If required, Ströer's legal department can be consulted. Every year, around 90,000 advertisements undergo this review process.

Around 90,000

adverts are checked every year in order to uphold legal and moral standards

Policies and documentation on approving advertisements in out-of-home advertising are filed centrally and can be accessed at any time by all employees who are involved in the process. In addition, employees can take an external 'youth media protection' course and become certified as youth protection officers within campaign management. The review process also forms part of the online training program for all staff and the onboarding of new campaign management staff, in order to raise their awareness of the subject and equip them to deal with it.

In out-of-home advertising, there are also bans that apply to certain product segments, product groups, and individual products, based on the location of the advertising medium and the interests of the site owner. This may apply, for example, within a certain radius of schools and childcare settings. These bans are noted in the technical documentation for each advertising medium so that certain campaigns cannot be delivered there. For tobacco advertising that is currently still permitted (e-cigarettes), there are also defined exclusion zones that are programmed into the booking system, within which no advertising of this type is allowed. The statutory deadlines for when this advertising is no longer permitted will of course be respected. In its digital marketing, Ströer has voluntarily undertaken not to target certain groups unethically. This includes targeting certain ethnicities, specific sexual preferences, and people with critical health conditions, or addressing certain target groups for political purposes.

As a member of the Fachverband Aussenwerbung e.V. (out-of-home advertising trade association) and the Bundesverband Digitale Wirtschaft



e.V. (German Association for the Digital Economy), Ströer is also subject to voluntary self-regulation through the German Advertising Council (Deutscher Werberat), an initiative of the German advertising industry. The aim of the German Advertising Council is to prevent advertising that is permitted in law but considered by the sector itself to be inappropriate, or to correct it after it has appeared in public. The German Advertising Council has formulated a specific code of conduct ('Advertising Code'), on the basis of which complaints by members of the public can be submitted to the body. The advertising code can be accessed at any time on the website of the German Advertising Council. No substantiated complaints about Ströer were reported through this channel in 2022 (as at February 28, 2023).

In general, advertising is protected by the fundamental right of freedom of expression. Ströer is

therefore reluctant to act as a censor of advertising content, provided that there are no clear breaches of law or morality. Within these parameters, Ströer undertakes to act in a manner that is politically, ideologically, and religiously neutral. This also applies if the content is inconsistent with the Company's own political views. In the public debate about the anti-Green Party poster campaign in the 2021 Bundestag elections ('Grüner Mist'), Ströer came under fire despite its role as a neutral service provider. So in August 2021, the Company invited all parties to a roundtable meeting with the aim of finding consensus concerning better regulations for party political communications in out-of-home advertising. In preliminary discussions with the parties in January 2022, it was agreed that the parties' own election posters and election campaigns would continue to be displayed.

Journalistic ethics



Ströer and its online media are subject to the German Interstate Media Treaty (MStV, the German legal framework for media services) and accordingly are required to adhere to recognized journalistic principles. Content must be checked with due care for content, origin, and truth. The competent media authorities of each federal state are responsible for regulation. Complaints can also be submitted to these authorities.

Furthermore, Ströer's groupwide [Journalistic Principles](#) apply to all employees. They are based on the principles of the German Press Code, which encompass a wide range of areas from respecting human dignity, preventing discrimination, and protecting victims, to separating advertising from editorial content. The Journalistic Principles are reflected in the editorial guidelines drawn up by the Group's media brands t-online.de and watson.de. For t-online.de, the requirements are further specified in the legal guidelines, which are available to all employees on the intranet along with the editorial guidelines. Both news portals have youth protection officers who act as points of contact for all questions, complaints, or comments. They can be contacted anonymously and, in accordance with the legal provisions, are not bound by instructions.

No complaints – substantiated or otherwise – were made to the press council about Ströer in 2022. No media authority of a federal state took action against Ströer in connection with violations of youth media protection rules or other statutory provisions.



7.6 SUSTAINABLE SUPPLY CHAIN AND HUMAN RIGHTS

The Ströer Group relies on stable, trust-based relations with its suppliers and service providers to be able to guarantee high-quality products and services at all times. Undertaking human rights due diligence procedures and complying with clear quality standards and ethical standards is an essential requirement and part of Ströer's value-based corporate governance. This is evidenced by the Company's commitment to international frameworks [chapter 4.1](#), the [Ströer Social Charter chapter 6.5](#), the [Policy Statement on Respect for Human Rights](#), the [Code of Conduct for Suppliers and Business Partners](#), and the systems relating to corporate governance [chapter 8](#). Ströer does not tolerate human rights violations and any such violations are rigorously sanctioned.

Ströer purchases the majority of its goods and services in Germany and other European Union (EU) countries. This region has adequate legal provisions governing human rights and social standards. In 2022, Central Purchasing (excluding Technical Purchasing) sourced around 80% of its total purchasing volume in Germany.

Approx. 80%
of the total purchasing volume of Central Purchasing is sourced in Germany

Ströer requires its suppliers to comply with the [General Terms and Conditions of Purchase](#) and the associated Code of Conduct for suppliers and business partners. The Code of Conduct requires suppliers to respect fundamental rights and human rights in their area of activity and to prevent discrimination, disadvantage, and rights violations. The Code of Conduct for Suppliers and Business Partners also contains clear stipulations for the fair treatment of employees and the management of environmental issues. The General Terms and Conditions of Purchase and the associated Code of Conduct for Suppliers and Business Partners are enclosed with every order placed by Purchasing.

In Technical Purchasing (particularly purchasing of advertising media), Ströer requires non-domestic suppliers to comply with the international [supplier code of conduct of the !\[\]\(0aff635c4179ba9e710b00f4b01d3b20_img.jpg\) Responsible Business Alliance](#). This also sets out requirements relating to environmental management and the protection of

human rights and has to be signed every year in Technical Purchasing by all suppliers outside Germany. Ströer's Code of Conduct for Suppliers and the Code of Conduct of the Responsible Business Alliance are an integral part of the Ströer purchasing handbook given to every buyer when they start work at the holding company.

The purchase of analog and digital advertising media is managed by Technical Purchasing in close cooperation with the product development team in Research & Development. The suppliers are essentially a small number of specialist partner companies from China, with which the Company been working for many years. Ströer has its own representative office in Shanghai for this reason. This enables direct and intensive communication, which in turn ensures the quality of the products, the efficient management of production at the manufacturer, and timely delivery. The comprehensive supplier relationship also includes regular visits to China. Due to the tight restrictions on travel in 2022, no visits took place in the reporting period.

The German government's Supply Chain Due Diligence Act (LkSG) came into force on January 1, 2023. LkSG implements the United Nations Guiding Principles on Business and Human Rights in Germany. Against this background, Ströer concluded a project in 2022 to implement the requirements of LkSG for the Ströer Group companies by the end of 2022. The project was overseen by the (1) Governance, Risk & Compliance (GRC), (2) Legal, and (3) Procurement & Real Estate corporate units. Part of the project involved the implementation of a regular process for monitoring and preventing human rights risks in the Group companies. Together with decision-makers from all areas of the business, a systematic risk analysis was carried out in order to identify material aspects of risk in relation to human rights. The Group was supported by an external service provider in this regard. Based on the results of the risk analysis, a program of action was resolved for each area of the business that is to be implemented over the course of 2022 and 2023. In this connection, the Board of Management agreed the policy statement on compliance with environmental and human rights standards. The General Terms and Conditions of Purchase and the Code of Conduct for



Suppliers and Business Partners were also revised and sent to all Ströer's suppliers. Sensitive suppliers (e.g. non-EU suppliers and suppliers from high-risk groups identified by the analysis, such as cleaning) were requested to acknowledge the policies in writing and, in some cases, to countersign contractual extensions to comply with LkSG. This approach will be established as the standard process in the future with the risk analysis performed using software (EcoVadis IQ, please see below).

A complaints office and a formal grievance process – for employees and external stakeholders – for identifying and reporting human rights risks and violations were also set up. Ströer's compliance hotline can be contacted in writing or by telephone, in a range of different languages. All communication via the hotline is encrypted and categorized as strictly confidential to protect the people making the reports. Online training on LkSG was also launched in 2022 in order to raise awareness for the duty of care with respect to human rights. This training is aimed at all employees and is available via Ströer's training platform JUMP'n' train. A total of 600 employees took part in the training in 2022.

In 2022, Ströer started to introduce the digital supplier platform EcoVadis IQ to improve the management of high-risk suppliers in the area of sustainability in light of the legislative changes stemming from LkSG. EcoVadis IQ can be used to retrieve risk assessments on the Group's suppliers based on country, industry, business, or procurement data. The analysis is based on recognized frameworks such as the GRI and, in addition to environmental and employee aspects, takes all human rights criteria under LkSG into account in the analysis of risk, such as child labor, forced labor, or human trafficking.

All relevant Ströer subsidiaries must use EcoVadis IQ to assess their suppliers. Going forward, all Ströer subsidiaries will also check new suppliers against the EcoVadis IQ database. Procurement had entered and analyzed 419 tier-1 suppliers from 89 industries across 14 countries in the database as at December 2022. In the first instance, all suppliers with a procurement volume of more than EUR 100,000/year were analyzed.

The Group has thereby created a key tool enabling suppliers to be assessed for sustainability in a way that is standardized and allows comparisons with other suppliers. It is the foundation for conducting more extensive supplier surveys and for Ströer to continue working on improving sustainability performance together with its suppliers.

In 2023, groupwide training on the new supplier platform will be held for relevant staff from Purchasing for the first time.



7.7 CORPORATE CITIZENSHIP

Corporate citizenship at Ströer focuses mainly on providing pro bono advertising [chapter 7.4](#). In addition, Ströer's subsidiaries are involved in their communities, for example through small donations to local initiatives or through corporate volunteering.

Ströer ran its internal Advent calendar initiative for the sixth year in a row in 2022. Employees were able to buy tickets for the chance to win a prize, with the money raised supplemented by the Board of Management and donated in full to charitable organizations. A total of EUR 60,000 was raised during the reporting year.

Ströer has also partnered with Arbeit für Menschen mit Behinderung (AfB) (work for people with disabilities), Europe's largest charitable IT company, since 2020. Between January and December 2022, Ströer gave a total of 783 used IT and mobile devices to AfB, 92% of which were remarketed after professional data erasure, hardware testing, parts replacement, and other steps. AfB disassembled and professionally recycled any devices that were no longer saleable. All of AfB's process steps can be performed by people with disabilities. Ströer's contribution enabled AfB to create one full-time job for a person with disabilities and also save resources and energy, cut down on its use of water, and reduce GHG emissions by 91 tonnes of CO₂ equivalent.

Increasing sustainability in sales

Since 2016, Ströer has provided its sales employees with personalized gifts for use in customer relationship management. Close attention is paid to the sustainability of these items. For example, artists turn the covers of decommissioned outdoor advertising columns into unique sculptures with a strictly limited production run, which gives the pieces their cachet.

Sustainability is also key when it comes to the gifts provided as incentives for sales employees. For example, the carbon emissions generated as part of travel provided by the Company as a gift are offset via climate change mitigation projects. Smaller gifts such as water carbonators are designed to obviate the need to buy water in plastic bottles.

Ströer also pays attention to the sustainability of its promotional gifts. For example, rucksacks with the Ströer logo are made from recycled PET bottles. Social and environmental aspects are considered for all products and services made available to sales and other departments.





8 | Governance

ACTING IN A WAY THAT BUILDS TRUST

Ströer works tirelessly to improve its internal corporate governance structures and processes in order to meet the latest technological and regulatory requirements, and society's expectations. The relevant functions are combined in a joint system in the Governance, Risk & Compliance (GRC) corporate unit. Ströer also strives to ensure high standards in its corporate governance. This enables Ströer to provide a robust corporate governance framework that justifies the trust of stakeholders and offers employees clear guidance for their day-to-day tasks.



8.1 CORPORATE GOVERNANCE

Corporate governance encompasses the responsible and transparent management and oversight of a company in the interests of the company – taking into account the interests of its shareholders, employees, and other stakeholders, and with the aim of creating value sustainably. Ströer is committed

to responsible corporate governance and has created an appropriate legal and practical framework. Ströer publishes comprehensive information about this on its [IR website](#) under ‘Financial reports’ and ‘Corporate governance’, and in its [2022 corporate governance declaration](#) in particular.

Management structure and remuneration

Ströer operates as a partnership limited by shares: Ströer SE & Co. KGaA. The limited partners of Ströer SE & Co. KGaA, a listed company, are its limited-liability shareholders in a partnership limited by shares (‘limited shareholders’) while Ströer Management SE, a non-listed company, acts as the general partner.

equately, and is keen to retain him as chairman of the Supervisory Board.

Ströer will continue to be in compliance with all recommendations contained in the GCGC 2022, again taking account of the features specific to the legal form of a partnership limited by shares as described above, with the aforementioned exception.

On April 28, 2022, the government commission on the German Corporate Governance Code (GCGC) presented a new version of the GCGC, which came into force on June 27, 2022, when it was published in the German Federal Gazette. It replaces the previous version of the GCGC dated December 16, 2019. In 2022, Ströer SE & Co. KGaA complied with the recommendations of the German Corporate Governance Code (GCGC), as amended on December 16, 2019, and on April 28, 2022 (GCGC 2022), where these apply either directly or analogously to a partnership limited by shares, with the following exception:

A board of management member of a listed company should not have more than two positions on supervisory boards of non-group listed entities, or comparable functions, or chair the supervisory board of a non-group listed entity. The chairman of the Supervisory Board of Ströer SE & Co. KGaA, Christoph Vilanek, is also the CEO of freenet AG, chairman of the Supervisory Board of Ströer Management SE, and a member of the supervisory board of another listed company. Given his long-standing familiarity with the Company, his excellent industry knowledge, his qualifications, and his experience on other oversight bodies, he is very well suited to be both a member of the Supervisory Board of Ströer SE & Co. KGaA and its chair. Ströer satisfied itself that Mr. Vilanek has sufficient time to be able to perform his duties ad-





Procedures and composition of the general partner and of the Supervisory Board



Due to the features specific to the legal form of a partnership limited by shares (KGaA), Ströer SE & Co. KGaA has three decision-making bodies: its general partner, its shareholder meeting, and its Supervisory Board plus committees. The general partner in turn has three decision-making bodies: its Board of Management, its Supervisory Board, and its shareholder meeting. The decision-making bodies have the following tasks and procedures:

- The general partner, represented by its Board of Management, develops the corporate strategy of the Ströer Group and is responsible for its implementation. As the management body of Ströer SE & Co. KGaA, the general partner conducts the business of the Ströer Group independently and does not take instructions from third parties. It upholds business policy principles and pursues the interests of the Company in line with German stock company law.
- In accordance with the articles of association, Ströer SE & Co. KGaA's shareholders exercise their rights in the shareholder meeting. The shareholder meeting adopts the annual financial statements and decides on matters such as the appropriation of profits, the formal approval of the acts of the general partner and the Supervisory Board, the election of the independent auditor, and the legal foundations of the Company including, but not limited to, amendments to the articles of association. Since 2021, the shareholder meeting has also adopted advisory resolutions on the approval of the remuneration system. In the event of material structural changes or takeover bids the general partner will, if it deems appropriate in an individual case, convene an extraordinary shareholder meeting at which the shareholders discuss the relevant matters and, if necessary, agree corporate-law measures to be taken. The ordinary shareholder meeting takes place annually.
- The Supervisory Board of Ströer SE & Co. KGaA has 16 members. In accordance with the German Codetermination Act, half of them are shareholder representatives and half are employee representatives. The shareholder representatives are elected by the shareholder meeting of Ströer SE & Co. KGaA; the

elections are held as individual elections. The employee representatives are elected in accordance with the provisions of the Codetermination Act. The Supervisory Board advises and oversees the general partner and examines the separate and consolidated financial statements, the combined management report, and the proposal for the appropriation of profit. It approves the separate and consolidated financial statements and agrees the recommendation on the appropriation of profit to be put to the shareholder meeting. It is jointly responsible with the general partner for preparing the remuneration report. The Supervisory Board, with the support of its Audit Committee, also deals with compliance issues. In view of the features specific to the legal form of Ströer SE & Co. KGaA as a partnership limited by shares, its Supervisory Board has a limited function. It is not responsible for electing, appointing, or dismissing members of the Board of Management, or for setting the terms of their contracts. The Supervisory Board generally meets four times a year. The remuneration of members of the Supervisory Board is approved by the shareholder meeting with the agreement of the general partner.

Committees of the Supervisory Board of Ströer SE & Co. KGaA

The Supervisory Board of Ströer SE & Co. KGaA established two committees in 2022. The committee chairs regularly report on the committees' activities to the Supervisory Board.

- The main duty of the Audit Committee is to oversee the financial reporting and the processes involved in such reporting. It is responsible for the preliminary review of the separate and consolidated financial statements and the combined management report of Ströer SE & Co. KGaA and the Ströer Group, including non-financial matters. It also discusses the quarterly statements and half-year financial reports with the Board of Management of the general partner and deals with risk management, the internal audit system, and compliance issues. The persons responsible for these matters and the Chief Compliance Officer report to the





Audit Committee. The Audit Committee also performs advisory and control functions on matters of sustainability and has created the role of Supervisory Board ESG officer. The Audit Committee prepares the proposal of the Supervisory Board on the election of the auditor to be put to the shareholder meeting, examines the independence of the auditor, awards the audit engagement in accordance with the resolution adopted by the shareholder meeting, and oversees the auditing of financial statements along with the selection, quality, rotation, and efficiency of the auditor. Finally, it carries out regular assessments of the quality of the auditing.

- The Nomination Committee is responsible for proposing suitable candidates to the Supervisory Board for the election of shareholder representatives to the Supervisory Board

by the shareholder meeting. When making its proposals, the Nomination Committee must take account of the profile of skills and expertise for shareholder representatives and ensure an appropriate mix of male and female members in accordance with the statutory requirements.

The Supervisory Board of Ströer Management SE also established a Remuneration Committee on July 1, 2022.



Membership of the Supervisory Board







In 2022, the Supervisory Board of Ströer SE & Co. KGaA was composed of the following shareholder representatives who held the memberships of statutory supervisory boards and comparable oversight bodies in Germany and abroad listed below.

Shareholder representatives on the Supervisory Board of Ströer SE & Co. KGaA in 2022

Member of the Supervisory Board	Profession	Member since	Appointed until	Memberships*
Christoph Vilanek, Hamburg, chairman 	CEO of freenet AG	April 10, 2013	2025	CSB Ströer Management SE SB Ceconomy AG SB Exaring AG SB VNR Verlag für die Deutsche Wirtschaft AG
Ulrich Voigt, Cologne, deputy chairman 	Chief Executive Officer of Sparkasse Köln-Bonn	September 24, 2013	2025	DCSB Ströer Management SE SB Landesbank Berlin Holding AG SB Berlin Hypo AG (until June 30, 2022) SB Landesbank Berlin AG SB Berliner Sparkasse



Dr. Karl-Georg Altenburg, London	Investor	August 19, 2020	2023	SB Ströer Management SE CM SPORT-FIVE Global Holding GmbH CM Plastic Energy Global SL CM Liposhere Ltd. CM MedShr Ltd.
Angela Barzen, Oberschleissheim (until June 22, 2022)	Freelance business coach, trainer for managers and companies	June 19, 2019	2022	–
Martin Diederichs, Cologne   	Attorney	June 15, 2018	2025	SB Ströer Management SE SB Pirson Montage AG CM DSD Steel Group GmbH
Elisabeth Lepique, Cologne (from June 22, 2022)	Attorney/ tax accountant	June 22, 2022	2025	–
Barbara Liese-Bloch, Cologne	Managing Director of MONOFIL-TECHNIK Gesellschaft für Synthesemonofile mbH	November 4, 2020	2023	–
Dr. Kai Saueremann, Cologne	Auditor/tax accountant, shareholder-managing director of SEJ GmbH-Steuerberatungsgesellschaft	September 3, 2021	2024	SB Ströer Management SE
Petra Sontheimer, Cologne 	Management coach	June 15, 2018	2025	–

* Memberships of statutory supervisory boards
(CSB = chair of the supervisory board, DCSB = deputy chair of the supervisory board, SB = member of the supervisory board)
Memberships in comparable oversight bodies of commercial enterprises in Germany and abroad (CM = committee member)

 Member of the Audit Committee (chairman Voigt, deputy chairman Vilanek)

 Member of the Nomination Committee (chairman Diederichs, deputy chairwoman Sontheimer)

 ESG officer of the Ströer Supervisory Board



Profile of skills and expertise of Supervisory Board members

The Supervisory Board as a whole should meet the Company-specific and functional requirements that are essential in view of the business activities of the Ströer Group. According to the assessment of the shareholder representatives, criteria of the profile of skills and expertise are met if they are highlighted in the following table:

Criterion	Altenburg	Barzen (until June 22, 2022)	Diederichs	Liese-Bloch	Lepique (from June 22, 2022)	Sauermann	Sontheimer	Vilanek	Voigt
Personal suitability									
Duration of membership; Member since	August 19, 2020	June 19, 2019	June 15, 2018	November 4, 2020	June 22, 2022	September 3, 2021	June 15, 2018	April 10, 2013	September 24, 2013
Independence	x	x	x	x	x	x	x	x	x
Diversity	m	f	m	f	f	m	f	m	m
Integrity, commitment, interpersonal skills, analytical skills, vision, openness to innovative thinking and new ideas	x	x	x	x	x	x	x	x	x
Sufficient time to be able to perform duties adequately	x	x	x	x	x	x	x	x	x
Age when last elected	57	54	59	49	59	58	51	54	57
Professional suitability									
Familiarity with the business area/sector		x	x					x	
Finance/capital markets	x							x	x
Accounting expert					x	x		x	x
Auditing expert						x		x	x
Management and board experience	x	x	x	x	x	x	x	x	x
Sustainability			x					x	
Experience of corporate strategy development and M&A processes	x		x		x			x	x
Actively working in a professional capacity	x	x	x	x	x	x	x	x	x
Risk management								x	x
Compliance			x					x	x





Remuneration incentives for sustainable actions



Sustainability is an integral element of Ströer's day-to-day business, and of its long-term corporate strategy in particular. The successful implementation of the strategy and its sustainability components is reflected in the Board of Management's remuneration. The remuneration system for the Board of Management of the general partner that was adopted in 2021 encompasses key sustainability aspects and takes stakeholder interests into account by introducing environmental, social, and corporate governance (ESG) targets. The background to the first ESG target, which focused on CO₂e emissions, is described in [chapter 5.2](#). In 2023, Ströer plans to develop an ESG target focused on social matters, which will also be incorporated into the Board of Management's incentivization arrangements in the future. This makes the system more closely linked to the corporate strategy and to sustainability. Environmentally friendly practices and long-term profitable growth are equally of the utmost importance.

The remuneration system for the Board of Management of the general partner has been used for new and extended employment contracts following approval of the system by the shareholder

meeting of Ströer SE & Co. KGaA in 2021. The rights of the members of the Board of Management of the general partner are grandfathered so the members were remunerated using the previous system in 2022. The system satisfies AktG requirements and is based on the recommendations set out in the German Corporate Governance Code. It complements the strategy and boosts the long-term growth of the business.

The Supervisory Board of the general partner regularly reviews the remuneration of the members of the Board of Management to assess whether it is appropriate and typical for the market. Such reviews are based on comparisons from both external and internal perspectives. They include the structure as well as the amount of the remuneration. An independent, external remuneration advisor assists the Supervisory Board with the review. In addition, during its meeting on June 22, 2022, the Supervisory Board of the general partner resolved to establish a Remuneration Committee as at July 1, 2022.

The [remuneration report](#) of Ströer SE & Co. KGaA for 2022 contains more detailed information.

System of performance-related Board of Management remuneration from 2022 onward

Timeline	Performance criteria	Objective
Short-term incentive	<ul style="list-style-type: none"> ■ Operating cash flow ■ ESG targets 	Promotes the strategic objective of profitable growth and now also the importance of the environmental, social, and corporate governance factors.
Long-term incentive	<ul style="list-style-type: none"> ■ ROCE ■ Organic revenue growth ■ Operating EBITDA ■ Share price 	Promotes the strategic objective of profitable growth and ensures that the incentives have a long-term impact on conduct. The new structure has an even stronger reference to the capital markets and takes even greater account of the long-term interests of investors.





Shareholder meeting and shareholder communication



In accordance with the articles of association, Ströer SE & Co. KGaA's shareholders exercise their rights in the shareholder meeting of Ströer SE & Co. KGaA. The shareholder meeting adopts the Company's annual financial statements and decides on matters such as the appropriation of profits, the formal approval of the acts of the general partner and the Supervisory Board, the election of the independent auditors, and the legal foundations of the Company including, but not limited to, amendments to the articles of association. Since 2021, the shareholder meeting has also adopted advisory resolutions on the approval of the remuneration system to be presented by the Supervisory Board.

Each share entitles the holder to one vote in the shareholder meeting. Voting rights can be exercised by an authorized agent. There are no shares with special voting rights. Unless the law or the Company's articles of association stipulate a larger majority, the shareholder meeting's decisions are approved by simple majority of the votes cast. Where the German Stock Corporation Act stipulates that resolutions require a majority vote by the represented share capital, a simple majority of the represented share capital is sufficient if the law permits.

The ordinary shareholder meeting takes place annually. The notice of the shareholder meeting and agenda are also published on Ströer's website along with the reports and documents required for the shareholder meeting. To make it easier for them to exercise their rights, Ströer provides the shareholders with proxies who are

bound by their instructions. The proxies can also be contacted during the shareholder meeting. Shareholders may also cast their votes in writing or electronically (absentee voting). The Company may stipulate that shareholders can participate in the shareholder meeting without being physically present and without appointing an authorized representative, and can exercise all their voting rights or specific voting rights wholly or in part electronically.

As part of its investor relations activities, Ströer publishes regular, comprehensive reports on developments within the Ströer Group on its website. In addition to the quarterly statements and half-year financial and business reports, the Company also publishes results announcements, ad hoc disclosures, analyst presentations, and press releases here along with the financial calendar for the current year. The calendar contains key publication dates for financial communications and the date of the shareholder meeting.

Ströer successfully places first ESG-linked note

In June 2022, Ströer issued its first ever ESG-linked note loan with BayernLB, ING, and LBBW. The note, which has a three-, five-, or seven-year term, was significantly oversubscribed. It was issued on attractive terms with a total volume of EUR 200 m.

The coupon payable was linked to our MSCI ESG rating and thus to measurable and ambitious minimum sustainability targets.

With its first ESG-linked note loan, Ströer is catering to growing demand from the credit market for financial instruments with sustainability components. Such instruments encourage companies to focus on sustainability and give investors the opportunity to invest in business models that are fit for the future.



8.2 GOVERNANCE, RISK & COMPLIANCE SYSTEM

Ströer has brought together the compliance, risk management, internal control system, internal audit, data protection, and information security functions within the Ströer Group in an integrated governance, risk & compliance (GRC) system. This approach enables the Company to utilize synergies between the six functions, identify interdependencies at an early stage, and intervene where necessary. Strategies, processes, people, and technology are closely coordinated with a view to efficiency and effectiveness. The GRC corporate unit established at Ströer SE & Co. KGaA is supported by a decentralized organization in all key areas of the business (clusters). This ensures that segment-specific risks and circumstances can be addressed appropriately, and that Ströer can respond quickly to specific requirements and changes.

The head of the GRC corporate unit reports directly to the Board of Management of Ströer SE & Co. KGaA, and is also in direct contact with the chair of the Audit Committee of Ströer SE & Co. KGaA's Supervisory Board. The overarching corporate governance, risk & compliance principles apply to all

the Group's majority-held subsidiaries and create minimum organizational standards and a uniform framework for the implementation and monitoring of, and reporting on, the GRC system. They also provide a clear allocation and demarcation of responsibilities. Within the six functions brought together in the GRC system, there are separate policies, responsibilities, and structures in place enabling the function-specific requirements and risks to be addressed.

Close cooperation with the Investor Relations & Sustainability corporate unit and the associated sustainability management team, as well as other business units of Ströer SE & Co. KGaA, ensures that sustainability aspects are an integral part of the governance systems – particularly risk management and the internal control system.

The cross-disciplinary and cross-divisional composition of the Governance, Risk & Compliance (GRC) committee enables it to advise and support the Board of Management. This ensures that overarching issues are discussed on a regular basis and

Structure of Ströer's GRC system





that the Board of Management has a fully rounded view of the relevant issues. Alongside generally advising the Board of Management on GRC issues, the committee's main focus areas are its involvement in important compliance cases and compliance measures, and the comprehensive assessment of the Company's risk-bearing capacity and risk position. The committee meets at least twice a year and its meetings are attended by the CFO of Ströer SE & Co. KGaA and chaired by the head of Governance, Risk & Compliance.

8.3 INFORMATION SECURITY

Data security and confidentiality are integral elements of Ströer's operating policy. Key priorities of information security are ensuring that customers and employees can trust the Ströer Group to use their data in a responsible and legally compliant way and protecting the Company's assets against cyberattacks. This is even more important in an environment where cybercriminals are becoming increasingly professional and the risk to companies of data surveillance and attacks on IT systems is thus constantly growing.

Ströer has defined authenticity, integrity, confidentiality, and availability as the overarching objectives of information security. The emphasis is on protecting the Ströer Group's most valuable assets. In order to achieve these objectives and take account of developments in the field at an organizational level, Ströer has prioritized the ongoing enhancement of the Group's information security systems since 2020. This process is based on the international ISO 27001 standard for information security.

The information security guidelines and the information security management system (ISMS) defined therein apply to all companies in the Ströer Group. They define in detail the minimum standards that the Ströer Group companies must meet with their individual information security organization and associated measures. In addition to these definitions, the policies are developed as required for the individual companies in the Ströer Group, to match local circumstances.

In 2022, Ströer continued to develop processes, organization, and responsibilities in the area of information security on this basis. A key element is the overarching Group Information Security Office. This department has grown from two employees at the end of 2021 to seven employees as of the end of 2022.

The Group Information Security Office has the power to issue guidelines in information security; it drives improvement initiatives across the Group, carries out audits within the Group, and advises the Group companies. The head of the Group Information Security Office reports on a monthly basis to the relevant member of the Board of Management about information security. This is supplemented by a quarterly status report to the full Board of Management of Ströer. The Group Information Security Office is assisted by employees in the departments and Group companies (cluster information security officers and, if necessary, IT operations team members) who deal with local information security and data security matters. The Group Information Security Office also provides groupwide services, such as a security-awareness training platform, an attack surface management solution, a risk-scoring solution, and a threat intelligence service.





Identifying weaknesses in systems and processes and finding solutions to remedy them are key to further improving information security. With this in mind, a groupwide solution for managing all internet-facing assets was launched in 2022. The solution runs monthly weakness tests that automatically check the web applications against the OWASP Top 10 most common weaknesses and help to remedy any security breaches, such as the recent Log4j and Log4Shell or the OpenSSL v3 bugs. Regular internal and external penetration tests are also carried out in order to identify potential technical weak points in specific test objects. In addition, red team exercises were commissioned in which an external service provider carries out comprehensive and realistic cyberattacks in order to test the ability of the security organization to withstand an attack. In this spirit, the security incident process was also enhanced this year and introduced in all local clusters of the business units.

Another element of our efforts to improve information security is the empowerment of employees and raising awareness across the Group. To this end, the Group Information Security Office publishes regular articles on the topic of information security on the intranet, runs an active cybersecurity community within the Group and presents its information security goals in (tech) talks at the Group companies. Phishing simulations are also carried out in order to test the workforce's security awareness in fictitious real world scenarios.

Ströer introduced mandatory training in 2021 on the current challenges of cybersecurity and how to deal with it correctly. This complemented its existing mandatory basic training on information security and data protection. At the start of 2023, Ströer will hold a new mandatory cybersecurity training course for all staff, replacing the previous cybersecurity training. This new course, which is delivered using a state-of-the-art training concept, is due to be held annually in the future as well as when risks arise. It covers topics such as phishing and how to work securely from home and elsewhere. In order to lighten the year-end load for employees, the training was moved from the fourth quarter of 2022 to the start of the new year.

The Group Information Security Office's ongoing efforts to raise awareness among staff meant that a major CEO fraud attack across several Group companies at the end of 2022 was quickly identified and did not have any negative impact.

8.4 DATA PROTECTION

Data protection protects the right of customers, business partners, and employees to privacy. With this in mind, Ströer takes all appropriate measures to ensure the security of personal data and protect it from misuse. The main legal basis for this is the EU's General Data Protection Regulation (GDPR), and every employee must agree in writing to adhere to it.

Data protection organization



As with GRC, Ströer's data protection organization is decentralized. Each cluster has an information security manager (ISM) who takes on specific tasks defined in a separate guideline. Where required, a data protection officer (DPO) is also appointed at Group-company level. Each DPO is responsible for advising and monitoring their company and acting as the contact person for data subjects on matters of data protection. The contact details of the data protection officers are publicly available. Each Group company has appointed one or more data protection coordinators (DPC). The DPC is the link between the ISM and the relevant Group company. The DPC is also the first port of call for employees and offers them advice.

In 2022, nine ISMs, ten DPOs, and 88 DPCs were employed in the data protection organization. The number of DPCs has been increased by 20 year on year to effectively support the implementation of data protection processes at the Group companies.

At Group level, the Group Data Protection function within the GRC corporate unit manages the coordination of all Group companies within the data protection organization. Its responsibilities include issuing groupwide data protection guidelines and monitoring the implementation of, and compliance with, agreed measures. The General Data Protection Policy that was issued in 2018 was revised in 2022 and supplemented by the Policy on Data Protection Responsibilities and Tasks and the Group Data Protection Principles. Group Data



Protection also ensures the regular sharing of information within the data protection organization, for example as part of monthly data protection roundtable meetings between all relevant data protection stakeholders. The function is also responsible for coordinating important matters relating to data protection and running the data protection management system (DPMS) based on the audit standard IDW PS 980 in conjunction with auditing practice statement IDW PH 9.860.1. To support central data protection processes, data protection management software has been introduced across the Group. The software increases the automation and standardization of data protection processes and is used to manage data protection tasks across the entire data protection organization.

Key guidelines, procedures, and tools have been combined in a 'data protection toolbox', which is made available to Ströer Group subsidiaries to support their compliance with data protection requirements. Employees can also find explanations of the key data protection roles, requirements, and applications on the Ströer intranet.

Data protection at Ströer is regularly reviewed by Internal Audit. Two data protection audits were carried out within the clusters in 2022 with the primary aim of developing an understanding of the decentralized data protection organization and the compliance with current responsibilities. The data protection audits were also aimed at identifying any gaps in the implementation of the GDPR in order to create a follow-up action plan for the relevant Ströer Group companies.

Complaints and data incidents



The management of data protection and related incidents is integral to data protection compliance at Ströer. In certain cases, the GDPR stipulates that a personal data breach must be reported to the relevant supervisory authority and the data subject, and so back in 2018, Ströer published a data incident response plan for the reporting of personal data breaches and as a guideline for the Ströer Group.

The guidelines define how data incidents are managed in the Ströer Group and what the responsibilities are in

this context. Complaints about data protection breaches and the loss of data can be reported to Ströer via external reporting mechanisms or the supervisory authority. In 2022, eight justified complaints were received in connection with breaches of customers' privacy by Ströer Group companies in Germany. None of the complaints received related to the theft or loss of data and accordingly the authorities did not impose any measures on the Group companies concerned.

Data protection training



Ströer offers a wide range of data protection training tailored to each target group through its groupwide learning platform, JUMP'n'train. In 2022, the basic GDPR training for staff was updated and is mandatory for all employees of the Ströer Group. The Group's range of training modules on data protection, which are available to employees for self-study, was also expanded. Classroom-based sessions on the topic of data protection are also on offer for decision-makers at senior management level, and new hires receive relevant training as part of the onboarding process. Additionally, in 2022, 49 DPCs were trained, 45 managers attended classroom-based sessions to raise awareness of data protection issues, and 7,526 basic data protection training sessions were carried out.



8.5 COMPLIANCE

Compliance is of prime importance to the general partner and the Supervisory Board of Ströer SE & Co. KGaA. Compliance involves adhering to legal requirements, obligations undertaken voluntarily, and internal company policies. Given its importance to the Company, it is directly overseen by Ströer's CFO.

In particular, compliance includes combating corruption and bribery, both of which contravene the overwhelming majority of national and international legal frameworks. Ströer explicitly condemns all such actions, including facilitation payments, both in relation to holders of public office and in dealings with business partners and customers.

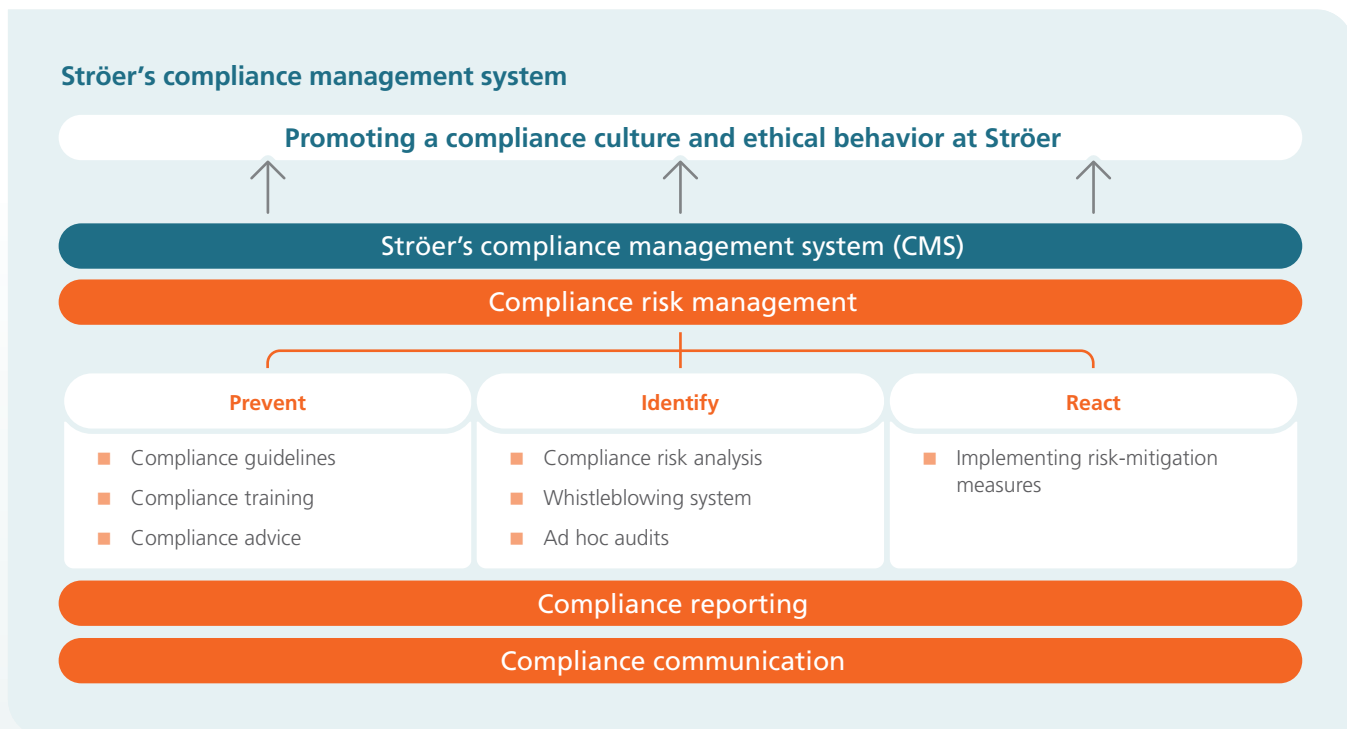
Compliance management

The head of the GRC corporate unit is appointed Chief Compliance Officer by the Board of Management of the general partner. Under the decentralized structure, he or she is supported by additional compliance officers within the clusters. The Chief Compliance Officer (CCO) reports directly to the CFO of the general partner on an ongoing basis, and at regular intervals to the Audit Committee of the Supervisory Board of Ströer SE & Co. KGaA. The CCO monitors adherence to the compliance processes within the Ströer Group, and supports and advises employees and the Board of Management on compliance matters.

tion, detection, and action components. It has a clear focus on prevention and thus avoiding compliance violations occurring in the first place. The CCO is also responsible for carrying out legal assessments of non-compliance reports received and coordinating the investigation into these.

He or she is supported in this by the Compliance function, which is based in the GRC corporate unit. Compliance develops guidelines that apply across the Group and is responsible for delivering training initiatives.

The Chief Compliance Officer oversees the implementation of Ströer's compliance management system (CMS) and is responsible for continually updating and adapting it. All essential tasks, measures, and guidelines relating to compliance are organized in the CMS, which includes preven-



The **Code of Conduct** is the main compliance guideline for all Ströer employees. It provides a binding framework across the Group for lawful and ethical conduct within the Company and in dealings with business partners and customers. The Code of Conduct applies across the Ströer Group, including for the Board of Management. It provides guidance on antitrust law and anti-corruption, and

covers data protection, conflicts of interest, insider dealing, and the protection of intellectual property. The code also covers receiving or giving gifts and inducements, and contains information on the external and internal channels available to employees to report potential misconduct. The Code of Conduct is regularly reviewed, updated, and adapted to changes in the legal framework.

Compliance hotline



Ströer encourages all employees and third parties, such as business partners or customers, to discuss their compliance-related concerns openly and report any potential misconduct as soon as possible to the compliance organization. Various external and internal channels are available to employees for reporting potential misconduct, including their line manager, senior management, the compliance organization, or, for Group companies that have one, the works council. There is also a groupwide compliance hotline, which any member of staff or the public can use to anonymously report potential compliance violations. The hotline can be contacted in writing or by telephone, in a range of different languages, and is secured through a special form of encryption. The launch of this hotline for whistleblowers was accompanied by a comprehensive communication campaign and a training plan.

In this context, the Board of Management of the general partner has imposed a special confidentiality obligation on the Chief Compliance Officer in all cases, including vis-à-vis the Board of Management itself. The aim is to promote an open compliance culture within Ströer that does not involve the risk of suffering any disadvantage.

0 | cases of corruption or bribery were reported to Ströer in 2022

As a rule, employees who have general compliance-related queries can contact the Chief Compliance Officer, the Compliance function, and the compliance officers in each area of the business. This ensures that any matters that require clarification are identified and resolved as early as possible.

In the reporting year, 18 reports were made via the compliance hotline. All reports were fully investigated in line with internal rules and action was taken where necessary. In 2022, as in previous years, Ströer was not made aware of any cases of corruption or bribery.



Compliance incidents

	2021	2022
Notifications of compliance violations	1	18
of which corruption/bribery	–	–
of which antitrust law	–	–
of which conflicts of interest	–	2
of which human rights violations*	–	0
of which other**	1	16
not pursued as unsubstantiated	1	0

* In 2022, Ströer was not made aware, either through its own investigations or through third-party tip-offs, of any cases in which a risk of child labor, forced labor, or compulsory labor was evident. Ströer was not made aware of any cases of human rights violations in 2022 or in the prior periods, neither in the Group itself nor in the context of its supplier relationships. Ströer is not active in any regions in which the rights of indigenous people could be violated.

** Ströer was also not made aware of any cases in 2022 in which the Company's products and services were alleged to have negatively affected users' health and safety.



Compliance training



In 2022, the compliance training plan and the compliance-related training modules were fully revised and updated. There was a particular focus on the 'Compliance basics' and 'Whistleblowing and protecting whistleblowers' courses. Both modules were rolled out via the groupwide learning management system JUMP'n'train, and more than 85% of the staff invited to take the modules have already completed them (as of December 31, 2022).



Training module	Number of employees trained in 2022
Compliance basics	4,961
Whistleblowing and protecting whistleblowers	4,828

The training initiative is set to be continued on a wide range of topics in the years ahead, focusing on anticorruption, conflicts of interest, the prevention of money laundering and financing of terrorism, and antitrust law.

8.6 OTHER AREAS OF GRC

Risk management



The Board of Management of the general partner is responsible for risk management at Ströer SE & Co. KGaA, which forms an integral part of corporate governance and of the Ströer Group's planning and control processes.

The Board of Management is supported in this by the GRC corporate unit, which provides the necessary guidelines and policies as a basis for the operational and organizational structure of risk management. The GRC corporate unit, assisted by the cluster risk officer, is responsible for managing, monitoring, and reporting risk across the Group and provides training to ensure that the process is implemented consistently and in accordance with central policies.

Opportunity and risk management at the Ströer Group is designed in such a way that the opportunities and risks relevant to the individual segments, clusters, and companies of the Group are fully documented. This includes opportunities and risks in relation to the environment, social matters, and corporate governance (ESG), which are continually monitored and managed. When identifying these opportunities and risks, a distinction is made in terms of the duration (short, medium, or long term) and the nature (outside-in or inside-out) of the ESG-related opportunities and risks in order to take these factors into account in the coordination and monitoring of risk.

In 2022, none of these opportunities and risks in the areas of ESG were classed as material for the purposes of risk management.

Further information on the risk management process, the latest risk situation, and material opportunities and risks is available in the 'Opportunities and risks' chapter in the latest annual report of Ströer SE & Co. KGaA.





Internal control system



The internal control system (ICS) is a key element of corporate governance at Ströer SE & Co. KGaA and its majority-held subsidiaries and is based on the latest legal requirements and best practice.

The ICS at Ströer SE & Co. KGaA is defined as the entirety of all systems-based controls and monitoring measures that bring about reliable operating information, compliance with internal and external rules, and the functionality and efficiency of business processes. The overarching aims of the ICS are to ensure that the Group achieves its business objectives and that its financial reporting is reliable, to avert any damage to the Group, and to protect its assets. The achievement of the business objectives and protecting the Group are particular areas of ongoing focus.

In order to fulfill its overarching aim, the ICS focuses on the core accounting processes with direct relevance for financial reporting. In view of the growing significance of non-financial reporting and forthcoming regulatory requirements relating to ESG, the centrally managed ICS also includes controls for ESG-related processes (sustainability reporting, corporate carbon footprint).

At least once a year, the Board of Management and the Audit Committee of the Supervisory Board receive a comprehensive report on the current state of the ICS (standard report). The key aim of the report is to ensure that the decision-makers are provided with complete, accurate, and comprehensive information on the adequacy (design and implementation status) and effectiveness of the ICS to enable them to initiate adequate risk-mitigating measures in good time when required.

The adequacy of Ströer SE & Co. KGaA's ICS for the core accounting processes with direct relevance for financial reporting was tested by KPMG AG Wirtschaftsprüfungsgesellschaft (KPMG) in a test of design in accordance with the requirements of audit standard IDW PS 982 of the Institute of Public Auditors in Germany. Based on that test, the ICS has all of the fundamental interrelated elements of an ICS, as described in IDW PS 982, and is thus suitable and appropriate for meeting the ICS objectives for reporting with reasonable assurance. The implementation of the ICS in terms of the core processes for accounting with direct relevance for financial reporting was also confirmed as of August 31, 2022.

Internal audit



The internal audit function carries out independent audits in order to monitor the propriety, security, adequacy, and efficiency of the implemented processes, the internal controls, and the risk management system. Internal Audit supports the Board of Management in performing its monitoring responsibilities. The internal audit manager reports directly to the CFO of the general partner, and is free to liaise directly with the chair of Ströer SE & Co. KGaA's Audit Committee.

When selecting the objects to include in its risk-oriented audit planning, the internal audit function at Ströer SE & Co. KGaA takes into account operational and financial criteria, the results of the risk inventory, the internal control environment in the relevant functions or areas of business, and compliance-related matters and reports.

In audits with an operational or financial focus, Internal Audit always checks conformity with the control environment embedded in the processes, with the risk management system, and with the applicable compliance requirements. It also performs audits of specific parts of the governance systems at Group and business unit levels. Internal Audit thereby helps to ensure the efficient monitoring of the risk management system and the internal control system and provides key information for dealing with risk and enhancing the entire system of corporate governance.

The risk-based annual audit plan for 2022, which was approved by the Board of Management and presented to the Audit Committee of Ströer SE & Co. KGaA in 2021, was implemented in its entirety and without restrictions.



The audit plan comprised a total of 13 audits consisting of eight standard audits and five special audits. The audit procedures were mainly carried out in the departments and business units under audit. There were no COVID-19-related restrictions in 2022.

All audit results and reports were made available to the audited departments, business units and Group companies and the Board of Management of Ströer SE & Co. KGaA promptly and on time.

The Board of Management and the Audit Committee received a six-monthly summary of the audit results and a status report on the follow-up measures from the head of GRC and the internal audit manager.

In 2022, the internal audit function of Ströer SE & Co. KGaA also commissioned an outside firm to review its adequacy and effectiveness based on audit standard IDW PS 983.



Internal audit in the Ströer Group

	2021	2022
Audits in total	6	13
of which focused on compliance	0	0
of which focused on IT security/data protection	2	2
of which focused on the ICS	0	2
of which focused on risk management	1	0
Other audit focal points	3	9

8.7 POLITICAL RELATIONSHIPS

Political lobbying



The representation of society's interests vis-à-vis policymakers and the general public is one of the fundamental characteristics of democracy. Part of this is being transparent about lobbying in the policymaking and decision-making process.

Ströer maintains a constructive dialogue with policymakers and expresses its positions via its memberships in industry associations, in particular. The focus in this respect is on Germany. Ströer is firmly committed to ethical political lobbying. It is a matter of course and an integral part of Ströer's compliance management system that lobbyists adhere to applicable legal provisions and act within the rules. To preserve its neutrality, Ströer does not donate to political parties. As in prior years, the amount donated to political parties in 2022 therefore came to EUR 0.

Tax strategy



Compliance with national and international tax law is a fundamental principle that underpins sustainable corporate governance at Ströer. The Company's tax strategy aims to ensure that tax matters at home and abroad are managed in line with the law. The most important region in terms of tax is Germany, where the Company generates around 90% of its total revenue. Ströer is aware of its social responsibility in Germany and of the role that tax plays in terms of infrastructure, education, and supporting the common good. It pays any monies due in line with the principles laid down in tax law. Internationally, Ströer follows the same standards and pursues





the same objectives, pays taxes according to the value created, and complies with all applicable laws.

Overall responsibility for managing and monitoring tax positions, and for ensuring compliance across the Group with legal and international provisions, lies with the Board of Management of the general partner. The head of Corporate Tax and the Finance department maintain an active dialogue with the Chief Financial Officer (CFO) about all material tax-related topics and risks, and their impact on the Group's financial figures. The Corporate Tax department is firmly integrated into day-to-day business, in particular by providing guidelines and opinions on individual matters aimed at achieving legal certainty in relation to taxation.

EUR 60 m taxes paid by Ströer in 2022

In accordance with its legal obligations, Ströer complies with national and international disclosure requirements (country-by-country reporting under OECD guidelines, reporting on international equity investments) in a timely manner and maintains a transparent and constructive relationship with the tax authorities and public bodies.

Commercial aspects are the most important consideration for Ströer when choosing new locations. At no time in 2022 did Ströer attempt to shift taxes to a low-tax country, and generally the Company does not pursue aggressive tax models or attempt to shift profits. The provision of internal cross-border services is limited to transactions between individual groups of subsidiaries.

Further information on the amount of tax Ströer has paid is available in the 2022 annual report of Ströer SE & Co. KGaA.



9 | Appendix



9.1 ABOUT THIS REPORT

Contents and structure



Ströer is committed to transparency toward its stakeholders. This sustainability report is Ströer's fourth successive stand-alone publication on the Group's sustainability performance. It complements the information contained in the 2022 annual report of Ströer SE & Co. KGaA and in Ströer's separate combined non-financial report under the German CSR Directive Implementation Act (CSR-RUG) (section 289b-e and section 315b-c of the German Commercial Code (HGB)).

The focal points of the sustainability report were determined by means of a materiality analysis, with further topics added based on aspects of strategy and transparency. This report was produced in accordance with the standards of the Global Reporting Initiative (GRI). The relevant GRI Content Index is presented in chapter 9.3. Chap-

ter 9.4 of this report also contains notes on the criteria of the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD). The transparency of this publication will continue to be enhanced in line with nationally and internationally recognized reporting standards as they evolve.

The Ströer sustainability report is published annually in German and English. This report covers 2022. The report on the prior period was published on July 11, 2022. The information contained in this report covers all Group companies listed as fully consolidated entities in the 2022 annual report of Ströer SE & Co. KGaA. Any deviations from this reporting scope or time frame have been highlighted. The content of this sustainability report has not been audited by an independent external party.

Methodology



With every successive publication, the scope of reporting has been expanded and improved in terms of quality and quantity. The sustainability data contained herein is collected in the relevant areas of the Group and the business using various internal systems, and reported to Sustainability Management.

The calculation of the corporate carbon footprint (CCF) included all Group companies and employees. All sources of emissions included in the CCF, all related greenhouse gas emissions (scope 1 to 3), and the material areas of consumption were presented in this report.

The calculation of the CCF was based on the internationally recognized standards of the Greenhouse Gas Protocol. Where necessary, projections were made for 2022 based on primary data, and average values or data from 2021 were used if the methodology permitted. It is also important to note with regard to office space that landlords frequently invoice service charges with a considerable delay, which thus impacts the availability

of consumption data. As a result, the figures for all office space used by Ströer in 2022 were calculated based on the service charges and related consumption available up to mid-January 2023, and on data from 2021 taken as reference. For advertising media, the annual invoices for 2022 that were available by mid-January 2023 and the payments on account to the utility companies posted in 2022 were used to calculate consumption. Accordingly, the data for 2022 is provisional as no final billing information from the utility companies was available at the time the data was calculated.

The CCF figures for electricity (stationary) and upstream electricity were calculated using the location-based method, using grid-average emission factors. In order to comply with the rules of the GHG Protocol regarding the dual reporting of electricity emissions and to further enhance data quality, the market-based method will be used for subsequent reporting years. This method takes account of the specific emissions factors of the purchased electricity and any grid-specific residual factors. For the current 2022 CCF, emissions from



purchased electricity come to 13,186.3 tonnes of CO_{2e} under the market-based method. However, it should be noted that due to a lack of data, the majority of the emissions figures are based on grid-specific residual factors, which can differ from supplier-specific emission factors. More data will be captured in the 2023 CCF in order to ensure that reporting is in line with the market-based method. The electricity emissions calculated under the location-based method will be presented separately in the future.

The calculation of the 2021 CCF and significant consumption was updated together with the Group companies in the period from August to November 2022, based on the invoices from utility companies and landlords that had been received by that point in time. This means that we can provide a more precise picture of the Group's actual GHG emissions for 2021, increasing our transparency. Compared with Ströer's last sustainability

report covering 2021, the CCF and the consumption figures for advertising media and properties in 2021 have been restated. The electricity consumption for advertising media in 2020 and 2021 and the related GHG emissions have also been restated based on late figures received from group entities in other countries. These adjustments mean that the proportion of green electricity in the Group's electricity consumption for digital advertising media has decreased from 100% to 90%. All in all, the absolute GHG emissions reported by Ströer for 2021 (adjusted) are 3% higher than previously reported.

The conversion of the consumption data calculated by Ströer into CO_{2e} emissions was carried out by a service provider using recognized conversion factors. These included, among others, the latest country-specific emissions factors of the International Energy Agency (IEA).

Forward-looking statements



This sustainability report contains forward-looking statements that entail risks and uncertainties. The actual business performance and results of Ströer SE & Co. KGaA and of the Group may differ significantly from the assumptions made in this sustainability report. This report does not constitute an offer to sell or an invitation to submit an offer to purchase securities of Ströer SE & Co. KGaA. There is no obligation to update the statements made in this report.



9.2 GROUP NON-FINANCIAL REPORT OF STRÖER SE & CO. KGAA

Ströer has published a separate combined non-financial report ('Group non-financial report') for the period 2017 to 2022. That report fulfills the reporting requirements of Ströer SE & Co. KGaA under the German CSR Directive Implementation Act (CSR-RUG) (sections 315b, 315c in conjunction with section 289b–e of the German Commercial Code (HGB) and the Taxonomy Regulation (EU) 2020/852). The Audit Committee and Supervisory Board examined this Group non-finan-

cial report, which was prepared by the Board of Management for the Ströer Group as at December 31, 2022. The documents were discussed in detail at the meetings and the Board of Management answered additional questions raised by members of the Supervisory Board. The Supervisory Board raised no objections following its review. The current [Group non-financial report](#) for 2022 is available on the Group's website.

In addition to that report, the main disclosures required by CSR-RUG that are presented in this sustainability report are summarized in the table below.

Topic	Disclosures for 2022 in the sustainability report	Page
Business model	Group structure, strategy, and key products	6–7
Sustainability approach	Sustainability strategy	13–15
	Management approach to sustainability	16–20
Identifying relevant matters	Materiality analysis 2022	21–22
	Management of risks and opportunities in sustainability	17–20
Aspect 1: Environmental matters*	Climate strategy, GHG emissions, and energy	32–41
	Materials management	41–42
Aspect 2: Employee matters	HR management	44–49
	Diversity	50–52
	Staff development	53–54
	Fair working conditions	55–56
	Occupational health and safety	57–58
Aspect 3: Social matters	Information security and data protection	81–83
	Sustainable supply chain and human rights	69–70
Aspect 4: Respect for human rights	Fair working conditions	55–56
	Sustainable supply chain and human rights	69–70
Aspect 5: Anti-corruption and bribery matters	Compliance	84–86

* Environmental matters and related issues are not dealt with in depth in the Group non-financial report.



9.3 GRI CONTENT INDEX

GRI standard	Disclosure	Omission	Page
Statement			
Ströer SE & Co. KGaA has reported in accordance with the GRI standards for the period January 1–December 31, 2022.			
GRI 1 used			
GRI 1: Foundation 2021			
Applicable GRI Sector Standard(s)			
None			
GRI 2: General Disclosures 2021			
The organization and its reporting practices			
2-1	Organizational details		6–7, AR*
2-2	Entities included in the organization's sustainability reporting		91, AR
2-3	Reporting period, frequency and contact point		91, 100
2-4	Restatements of information		91–92
2-5	External assurance		91
Activities and employees			
2-6	Activities, value chain, and other business relationships		6–7
2-7	Employees		47–48
2-8	Workers who are not employees		47
Governance			
2-9	Governance structure and composition		73–76, CGD**
2-10	Nomination and selection of the highest governance body		73–76, CGD
2-11	Chair of the highest governance body		73
2-12	Role of the highest governance body in overseeing the management of impacts		16–17, 73–76, 80–81
2-13	Delegation of responsibility for managing impacts		16–17, 73–77
2-14	Role of the highest governance body in sustainability reporting		16–17



GRI standard	Disclosure	Omission	Page
2-15	Conflicts of interest		73–76, 84–86, CGD
2-16	Communication of critical concerns		84–86
2-17	Collective knowledge of the highest governance body		16–17, 77, CGD
2-18	Evaluation of the performance of the highest governance body		CGD
2-19	Remuneration policies		RR***, 78
2-20	Process to determine remuneration		RR, 74, 78
2-21	Annual total compensation ratio		RR
Strategy, policies, and practices			
2-22	Statement on sustainable development strategy		3–5
2-23	Policy commitments		10–12
2-24	Embedding policy commitments		10–12, 33, 55, 69
2-25	Processes to remediate negative impacts		16–20, 55, 85
2-26	Mechanisms for seeking advice and raising concerns		55, 85
2-27	Compliance with laws and regulations		31, 66–68, 84–86
2-28	Membership associations		23–24, 61, 68
Stakeholder engagement			
2-29	Approach to stakeholder engagement		23–24
2-30	Collective bargaining agreements		55



GRI standard	Disclosure	Omission	Page
GRI 3: Material topics 2021			
3-1	Guidance to determine material topics		21–22
3-2	List of material topics		21–22
Climate change mitigation			
3-3	Management of material topics		31–36
201-2	Financial implications and other risks and opportunities due to climate change		17–20, 35
302-1	Energy consumption within the organization		37–38
302-2	Energy consumption outside of the organization		37–38
302-3	Energy intensity		37–38
302-4	Reduction of energy consumption		37–38
302-5	Reduction in energy requirements of products and services		39, 60–63
305-1	Direct (scope 1) GHG emissions		37
305-2	Energy indirect (scope 2) GHG emissions		37
305-3	Other indirect (scope 3) GHG emissions		37
305-4	GHG emissions intensity		37
305-5	Reduction of GHG emissions		32–41, 60–63
Diversity and equality			
3-3	Management of material topics		50–52
405-1	Diversity of governance bodies and employees		51–52
405-2	Ratio of basic salary and remuneration of women to men	Information incomplete. The review of pay for sales specialists in 2022 did not identify any gender pay gaps, see chapter 6.3	52
406-1	Incidents of discrimination and corrective actions taken		85
Training and development			
3-3	Management of material topics		53–54
404-1	Average hours of training per year per employee		53
404-2	Programs for upgrading employee skills and transition assistance programs		53–54



GRI standard	Disclosure	Omission	Page
404-3	Percentage of employees receiving regular performance and career development reviews	Information incomplete. Ströer does not stick to rigid intervals, preferring to maintain ongoing dialogue between managers and employees in day-to-day operations instead, see chapter 6.1	48–49, 53–54
Occupational health and safety			
3-3	Management of material topics		57–58
403-1	Occupational health and safety management system		57
403-2	Hazard identification, risk assessment, and incident investigation		57–58
403-3	Occupational health services		57
403-4	Worker participation, consultation, and communication on occupational health and safety		57
403-5	Worker training on occupational health and safety		57
403-6	Promotion of worker health		57–58
403-9	Work-related injuries		57–58
Fair working conditions			
3-3	Management of material topics		55–56
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		55
401-3	Parental leave		55–56
Product stewardship			
3-3	Management of material topics		66–68
416-1	Assessment of the health and safety impacts of product and service categories		66–68
417-3	Incidents of non-compliance concerning marketing communications		66–68, 85
Sustainable supply chain and human rights			
3-3	Management of material topics		69–70
204-1	Proportion of spending on local suppliers		69



GRI standard	Disclosure	Omission	Page
308-1	New suppliers that were screened using environmental criteria	Information incomplete. Digital supplier platform is being established, see chapter 7.6	69–70
308-2	Negative environmental impacts in the supply chain and actions taken	Information not available. Digital supplier platform is being established, see chapter 7.6	69–70
414-1	New suppliers that were screened using social criteria	Information incomplete. Digital supplier platform is being established, see chapter 7.6	69–70
414-2	Negative social impacts in the supply chain and actions taken	Information not available. Digital supplier platform is being established, see chapter 7.6	69–70
Corporate governance			
3-3	Management of material topics		73–79
Information security			
3-3	Management of material topics		81–82
Data protection			
3-3	Management of material topics		82–83
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		83
Compliance			
3-3	Management of material topics		84–86
205-1	Operations assessed for risks related to corruption		84–86
205-2	Communication and training about anti-corruption policies and procedures		85–86
205-3	Confirmed incidents of corruption and actions taken		85

* AR = annual report for 2022 of Ströer SE & Co. KGaA

** CGD = corporate governance declaration for 2022 of Ströer SE & Co. KGaA

*** RR = remuneration report for 2022 of Ströer SE & Co. KGaA



9.4 FURTHER NOTES

Task Force on Climate-related Financial Disclosures (TCFD)



Area	Indicator	Page
Corporate governance	Disclose the Group's governance approach to climate-related risks and opportunities	16–20, 33–35, 86
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	16–20, 33–35, 86
Risk management	Disclose how the organization identifies, assesses, and manages climate-related risks	16–20, 33–35, 86
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks	32–41

Sustainability Accounting Standards Board (SASB) for the marketing and advertising sector



Area	Indicator	Page
Data protection	(SV-AD-220a.1.) Discuss policies and practices relating to behavioral advertising and consumer privacy	66–68



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