

Shaping a sustainable tomorrow

Sustainability at Dorsch Global

Who we are

Rooted in responsibility

What we do

Delivering with purpose

Meet our people

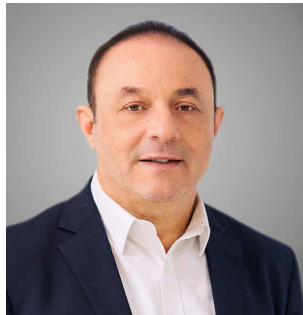
Our voices of sustainability

How we measure progress

Our Sustainability Report 2025

A future we must all shape together

A message from our Executive Board



Ayman Haikal
CEO Dorsch Global



Tanja Baur
COO Dorsch Global



Jon Grady
CFO Dorsch Global

A global network. Local expertise. People-powered progress.

This year, Dorsch celebrates its 75th anniversary – a milestone that honours our strong German roots and our evolution into a global organisation. Since our founding in 1951, we have been driven by innovation, integrity, and excellence in engineering and consultancy. Today, with over 7,500 employees across 60+ countries, we carry this proud heritage forward, and look with confidence and ambition to the future.

Our 2025 Sustainability Report marks a new and defining step in this journey. For the first time, it brings together the full scope of our environmental, social, and governance activities in one, transparent report. It's both a reflection of what we have achieved and a commitment to what we still want to accomplish – together, with our clients, partners, and teams worldwide.

Across our global organisation, we share one important conviction: our work should make a lasting and positive impact. Whether it's creating reliable, next-generation energy systems, safeguarding essential resources and ecosystems, or planning inclusive communal infrastructure, our projects contribute to a more liveable and resilient world. As we look to the future, we remain committed to these values – bringing together technical expertise with empathy, foresight, and responsibility to create meaningful impact for our clients, our partners, and society.

Together, we are shaping a more sustainable future – where societal well-being, economic growth, and environmental stewardship advance together.

Mapping our impact

“Our people come together with a strong dedication to make a difference.

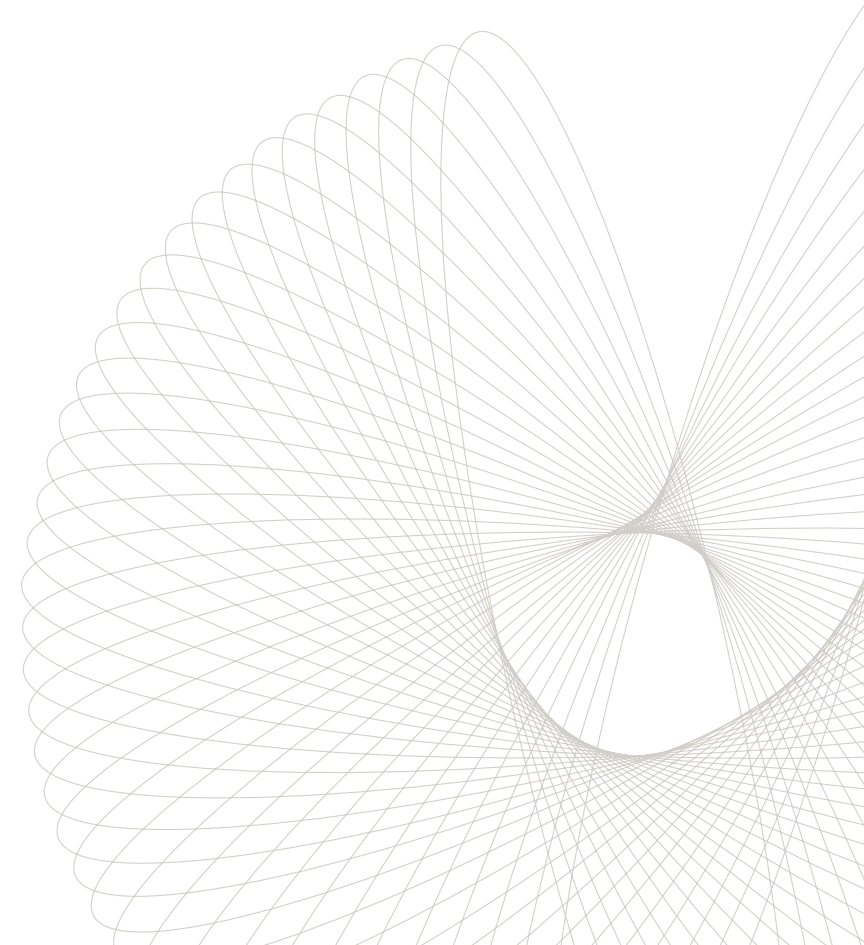
With diverse expertise, we create solutions that address all dimensions of sustainability – environmental, social, and economic.”

Ayman Haikal, CEO Dorsch Global

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How we measure progress

Find the 2025 Dorsch Global Sustainability Report > [here](#)



Rooted in responsibility

For over 75 years, we have planned and supported the delivery of projects and infrastructure designed to endure, worked in places others considered too complex, and stood by our clients through every stage of implementation. Guided by a clear sustainability perspective, we take responsibility for the people, communities, and environments impacted by our services.

05 [About Dorsch Global](#)

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Global expertise, local impact

About Dorsch Global

We are one of the world's leading independent engineering consultancies, working across mobility, energy, water, architecture and buildings, urbanisation, and society and the environment. From the initial concept to final delivery, we translate complex challenges into resilient, future-proof solutions. Combining strong local networks with global expertise, we are trusted advisors to our clients at every stage of the project lifecycle.

7500+
staff members

Headquarters

Frankfurt, Germany

#32 | ENR 2025
Top 225 international design firms

60+
countries

95+
nationalities

75 years
of experience

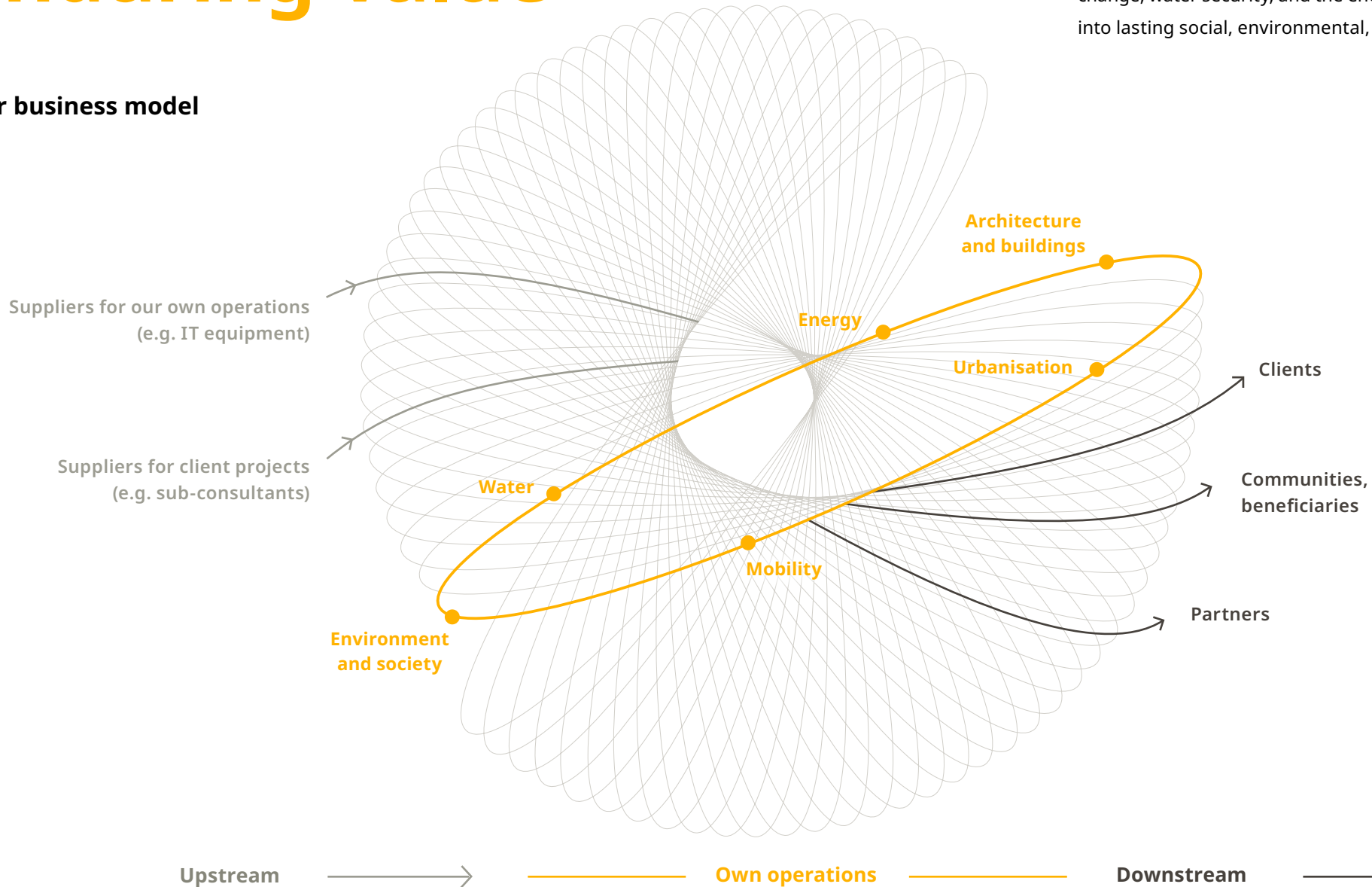
12000+
ongoing projects



How we create enduring value

Driven by our mission to shape a more sustainable tomorrow, our value creation begins with our client's and society's need for sustainable change. From there, we turn most pressing challenges – such as climate change, water security, and the energy transition – into lasting social, environmental, and economic value.

Our business model



Putting our principles into practice

Our three levels of impact

Our knowledge-driven approach combines the expertise of our people with a decentralised model that keeps us close to our clients and communities we serve worldwide. Guided by our core values, we form responsible partnerships with suppliers and specialists who share our environmental and social standards. Together, we create meaningful impact that can last for generations.



Projects

Our client projects are where ideas transform into real solutions for the world’s most urgent challenges. Tailored to local context, we enable progress that matters: forward-thinking, sustainable and transformative.

Society

Across sectors and regions, we tackle pressing global challenges such as climate change, water scarcity, and demographic shifts. Empowered by our team’s relevant expertise, we see it as our inherent responsibility to participate in the sustainable transformation.

Operations

We are embedding sustainability into the way we work – by rethinking our processes, reducing our environmental footprint, and fostering a culture of responsibility across all levels of our organisation.

Expertise that drives sustainable development

At Dorsch Global, we have determined that our key contribution to the UN Sustainable Development Goals (SDGs) lies in our client projects, where we deliver tangible impact across environmental and social fields in more than 60 countries worldwide. We have identified the following twelve focus SDGs that particularly align with our business mission of shaping a sustainable tomorrow, and for which our technical expertise and skills can make the most relevant contribution to achieving the respective goals.

Explore how our ideas come to life in "What we do". [> read more](#)



Eradicate poverty in all its forms everywhere.

- Land governance, including access rights and conflict resolution
- Inclusive economic growth programmes
- Skills and economic development for income generation



End hunger, achieve food security and promote sustainable agriculture.

- Sustainable agriculture practices, food security and land management
- Climate-smart farming systems and climate-adaptive livelihoods
- Capacity building for institutions and farmer networks



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

- Design of inclusive, future-ready schools integrating renewable energy and passive house standards
- Stakeholder collaboration and project management for resilient educational infrastructure
- Technical and vocational training in construction, digital skills and manufacturing



Achieve gender equality and empower all women and girls.

- Non-discrimination, access to justice and gender-sensitive approaches
- Women's economic participation through skills and capacity building
- Integration of gender equality and inclusion into national policies and programmes



Ensure availability and sustainable management of water and sanitation for all.

- Water supply networks, desalination and wastewater collection and treatment
- Flood management, hydraulic engineering and watershed protection
- Transboundary water governance and integrated water resource management



Ensure access to affordable, reliable, sustainable and modern energy for all.

- Renewable energy system design and transmission and distribution planning
- Integrated energy systems and energy storage solutions
- Energy-efficiency advisory



Promote sustained, inclusive and sustainable economic growth, full employment and decent work for all.

- Formalisation, market access and growth strategies for MSMEs
- Economic policy advisory, entrepreneurship and innovation support
- Mentorship and training for women- and youth-led enterprises



Build resilient infrastructure, promote inclusive industrialisation and foster innovation.

- Resilient infrastructure for mobility, including roads, railways, bridges, etc.
- BIM design and digital engineering
- Climate adaptation advisory



Make cities inclusive, safe, resilient and sustainable.

- Urban masterplanning and landscaping
- Public transport and intelligent transportation systems
- Smart cities and sustainable buildings



Take urgent action to combat climate change and its impacts.

- Energy transition advisory and low carbon planning
- Climate policies and institutional capacity building for effective climate action
- Adaptation strategies, nature-based solutions and disaster risk management



Protect, restore and promote sustainable use of terrestrial ecosystems.

- Forest and landscape restoration through afforestation, assisted natural regeneration, and agroforestry
- Biodiversity conservation and natural resource management
- Conservation agriculture and erosion control



Promote peaceful and inclusive societies, provide access to justice for all and build effective, accountable institutions.

- Good governance and civil society promotion
- Institutional capacity building, including leadership training for women in public administration
- Peace and social cohesion, access to justice and dispute resolution

Delivering with purpose

Society's most complex challenges rarely fall within a single area of discipline. That's why we bring together expertise across the fields of water, urbanisation, energy, mobility, environment and society, as well as architecture and buildings. Our work is integrated, highly collaborative, and always anchored in the needs of the communities we serve.

-
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 - 33 Architecture and buildings



Safeguarding our most **valuable** resource

Water

Water scarcity, pollution, and climate-driven extremes are placing unprecedented pressure on communities worldwide. We design integrated solutions, from flood protection to wastewater treatment and desalination, that safeguard access to clean water and ensure long-term resilience for the people and ecosystems that depend on it.

2.1 billion

people still lack access to safe drinking water

5x

more energy can be produced from wastewater than is needed to treat it

320 billion m³

of wastewater goes untapped for reuse every year



Making every drop count



“Every wastewater project I work on means cleaner water and healthier lives – reducing waterborne illnesses and making a real difference where it matters most.”

Sofia AlHmoud, Deputy Head of Water and Sanitation Department,
Dorsch Impact, Jordan

In a water-stressed world, every decision matters

Water supply

We design supply networks that deliver safe and reliable access to clean water – optimised for efficiency, scalability, and long-term resource security, while minimising losses and integrating renewable solutions.

Wastewater

We turn wastewater into a valuable resource – recovering vital energy and nutrients, reducing its environmental impacts, and designing systems that protect health while lowering costs.

Sanitation

From sewer networks to advanced treatment plants, we design sanitation systems that improve public health, support ecosystems, and provide relief to communities facing pressure from hygiene and disease.

Water resource management

Using advanced hydrological modelling, we manage surface water, groundwater, and reclaimed streams to secure a reliable water supply for communities, industries, and ecosystems.

Desalination

As climate change intensifies the pressure on traditional water sources, desalination is emerging as a reliable, climate-resilient water solution. Our end-to-end engineering and advisory services cover the full project lifecycle – from site assessment and process modelling to technology benchmarking and CapEx/OpEx optimisation – with a focus on renewable energy integration, brine management, and environmental compliance.

Hydraulic engineering

We model, design, and implement hydraulic systems that regulate water flow, manage stormwater, and strengthen flood resilience – protecting communities while preserving natural waterways.

Rehabilitating the King Abdullah Canal for a water-resilient Jordan

Amman and Irbid, Jordan

Jordan faces one of the world's most acute water challenges. Rising temperatures, population growth and ageing infrastructure are placing increasing pressure on reliable water supply in Amman and Irbid. Along the northern section of the King Abdullah Canal, non-revenue water losses reach up to 25%. Together with our partners, we are rehabilitating 53 kilometres of this strategic conveyance system, integrating photovoltaic solutions for irrigation pumping stations and strengthening the Water-Energy-Food Nexus. Financed by KfW Development Bank, the project improves hydraulic efficiency and supports climate-resilient water management and agricultural productivity. > [more project infos](#)

Our services

- Detailed surveys and engineering design for the rehabilitation, including preliminary design for a photovoltaic plant
- Construction supervision and procurement support, following international standards
- Environmental, social, and occupational safety management
- Operation and maintenance capacity building

Enabled impact

- Water loss reduction from 25% to 15% by 2033
- Annual water supply conservation of at least 10 million cubic metres by 2033
- Avoided greenhouse gas emissions through renewable energy generation and resource-efficient infrastructure upgrades
- Enhanced water security and climate resilience for Amman and Irbid

Companies involved Dorsch Impact



HaLiMa: Flood protection and ecological renewal along the Lippe

Haltern am See/Marl, Germany

The Lippe river corridor between Haltern am See and Marl had long been shaped by the legacy of mining-induced subsidence, leaving the region vulnerable to flooding and constraining the river itself. Together with our client, the Lippeverband, we are developing a comprehensive response. Relocating dykes over more than five kilometres is creating approximately 60 hectares of new floodplain habitat and restoring long-term flood protection as subsidence effects recede. Reshaping a two-kilometre section is allowing the Lippe to find its own natural course. Reusing former dyke materials to fill the river section is a clear expression of resource responsibility at project scale.

Our services

- Overall project management
- Project planning for engineering structures and structural design
- Hydraulic engineering
- Soil management
- Construction supervision
- Technical equipment planning for pump stations

Companies involved spiekermann ingenieure

Enabled impact

- About 60 hectares of new floodplain retention area, establishing new ecological habitat
- 2 kilometres of river course revitalised
- Two new pump stations built, each with a capacity of up to 1,500 litres per second



“Together with our client, we demonstrated that long-term trust and a strong team are the foundations for outstanding results. With HaLiMa, we have achieved something special: bringing flood protection and nature conservation into harmony – for the benefit of people and the natural environment alike.”

Max Wittig, Project Manager, spiekermann ingenieure, Germany



Securing reliable drinking water for Al Muthanna communities

Al Muthanna, Iraq

Together with the Ministry of Construction, Housing, Municipalities and Public Works and the Al Muthanna Water Directorate, we are supporting the development of a new drinking water supply system for Al Khidr and Al Daraji. Financed by KfW Development Bank, the project includes a new water treatment plant drawing from the Euphrates River, network upgrades and institutional strengthening.

Our services

- Planning and designing a new water treatment and distribution system
- Tendering, contract management and construction supervision
- Environmental and social impact assessment and monitoring
- Capacity building and operational support for the Water Directorate

Enabled impact

- Reliable access to safe drinking water for around 160,000 people
- Reduced salinity challenges in the public water supply
- Strengthened the local water authority's operational and financial capacities
- Improved resilience of water infrastructure for growing communities

Companies involved

Dorsch Impact
ECG Engineering Consultants Group



Climate change mitigation in Jordan's waste-water sector

Irbid, Jordan

In partnership with the Water Authority of Jordan and KfW Development Bank, we are rehabilitating wastewater infrastructure to improve sludge treatment, wastewater reuse and sanitation services. By integrating combined heat and power systems and hydropower generation, the operation of the wastewater treatment plants will be more energy efficient.

Our services

- Detailed design and tender support for wastewater treatment upgrades
- Construction supervision and operational support
- Sludge management and disposal planning
- Environmental and social impact assessment
- Renewable energy and hydropower integration

Enabled impact

- Supported reliable and environmentally-sound wastewater treatment for 500,000 population equivalent
- Reduced emissions through biogas and hydropower solutions
- Improved treatment processes, enabling reuse of reclaimed water for irrigation in the Jordan Valley, supporting agricultural production and the Water-Energy-Food Nexus

Companies involved

Dorsch Impact



Shaping resilient spaces for an evolving world

Urbanisation

As urbanisation intensifies, so does the complexity of building cities that work for everyone. We plan and engineer urban transformation across smart cities, masterplanning, infrastructure, and landscaping – creating climate-adaptive environments that serve today’s communities and remain resilient for generations to come.

> 50%

of the world’s population now lives in urban areas

84%

of the world’s fastest-growing cities are vulnerable to climate change

1–5°C

the temperature reduction cities can achieve with greater green coverage



Building the foundations of tomorrow's cities



“Integrating ecological thinking from concept to construction strengthens resilience and meets evolving urban needs – showing how small moves like shading, plant selection, and water-sensitive design deliver real benefits and foster everyday use and social engagement.”

Lubna Shekfa, Senior Landscape Architect, Dorsch Abu Dhabi, UAE

Our rapidly urbanising world needs spaces built to last

Smart cities

Digital transformation is redefining how cities operate, grow, and decarbonise. By integrating IoT-driven (Internet of Things) asset management, smart mobility, and predictive maintenance, we turn complex data into actionable intelligence for efficient and adaptive urban systems.

Masterplanning

A clear vision needs a robust framework. Combining geographic information system (GIS) based analytics, urban simulation, and socio-economic modelling, we develop spatial strategies that guide long-term urban growth, from cities to entire regions.

Urban infrastructure and utilities

High-performing cities depend on a myriad of invisible and integrated systems. Using building information modeling (BIM) and predictive modelling, we design interoperable water, energy, and utility networks that are resilient, resource-efficient, and seamlessly connected.

Landscaping

Green and blue infrastructure is about much more than pleasing aesthetics – it's essential for climate adaptation. We integrate stormwater management, biodiversity corridors, and microclimate optimisation into urban fabrics to support lasting ecological resilience and human well-being.

Post-conflict reconstruction

Where conflict has fractured communities, recovery demands much more than simply rebuilding. Through damage diagnostics, infrastructure rehabilitation, and collaborative planning, we help restore critical services and lay durable foundations for long-term social stability.

Green Riyadh and the future of urban life

Riyadh, Saudi Arabia

Riyadh is transforming its urban landscape through Green Riyadh, one of the city's four mega projects and among the most ambitious forestation initiatives worldwide. With a clear target to increase vegetation coverage, the initiative addresses air quality and residents' quality of life, supporting Saudi Arabia's Vision 2030. [➤ more project infos](#)

Our services

- Project management consultancy for nursery construction and rehabilitation
- Construction supervision and site oversight across all nursery facilities
- Quality assurance and quality control of construction activities
- Programme scheduling, progress tracking, risk management, and reporting

Enabled impact

- Increase in vegetation coverage from 1.5% to 9.1% by 2030
- Measurable reduction of inner-city temperatures and carbon dioxide concentrations
- Expanded green space per capita across Riyadh, supplied by nurseries using treated-water irrigation



Companies involved Dorsch Abu Dhabi, Dorsch KSA



Precision infrastructure at Diriyah's historic gateway

Riyadh, Saudi Arabia

As construction supervision consultant, we are overseeing three major infrastructure packages at Diriyah Gate, a 7 square kilometre World Heritage Site being transformed into a world-class cultural and tourism hub. The Diriyah Gate project is at the heart of Saudi Arabia's Vision 2030.

Our services

- Design and construction supervision of underground utility networks (water, sewage, electrical, gas, and telecommunications)
- Supervision of road networks, bridges, tunnels, and public realm infrastructure
- Oversight of a design, build, and operate gas supply infrastructure
- Supervision of a sewage treatment plant, including heavy civil works and chemical filtration systems
- Testing and commissioning all the infrastructure networks and process systems

Enabled impact

- 8 million safe working hours across the three packages
- Enabling the development of a major cultural and heritage destination in the heart of Riyadh
- Advancing responsible water management through a state-of-the-art sewage treatment facility

Companies involved

Dorsch KSA



From runway to urban district: Shaping Tegel's green future

Berlin, Germany

With the closure of Berlin Tegel Airport, a new urban district is emerging on a 500-hectare site set to accommodate around 5,000 residential units, 1,000 businesses, and 20,000 jobs. Our team at BLS Energieplan worked with the project developers on the transformation from inception. We developed an integrated heating and cooling concept based on renewable energy sources – including air-source heat pumps, geothermal energy, wastewater heat, and biomethane. A bidirectional, low-exergy distribution network enables industrial and commercial tenants to feed excess heat back into the grid, shifting the traditional “one producer, many consumers” model to a shared “prosumer” approach.

Our services

- Energy and heating concept development for a large-scale, mixed-use urban district
- Technical planning of renewable energy systems (heat pumps, geothermal, wastewater heat, biomethane)
- Design of a bidirectional, low-exergy heating and cooling network
- System design during the concession process and approval planning

Enabled impact

- 100% climate-neutral energy supply
- Avoidance of over 80% fossil energy consumption
- Significantly reduced heat losses through low-temperature distribution (40°C supply)
- Lower long-term operating costs through minimal carbon dioxide emissions and waste heat reuse

Companies involved BLS Energieplan



Smarter energy that connects our world

Energy

The global energy system is undergoing its most profound transformation in generations. Rising demand and decarbonisation targets are reshaping entire industries, as well as the infrastructure that underpins them. We support clients across the entire value chain, from strategic advisory and investment planning to engineering design and regulatory compliance.

\$800 billion

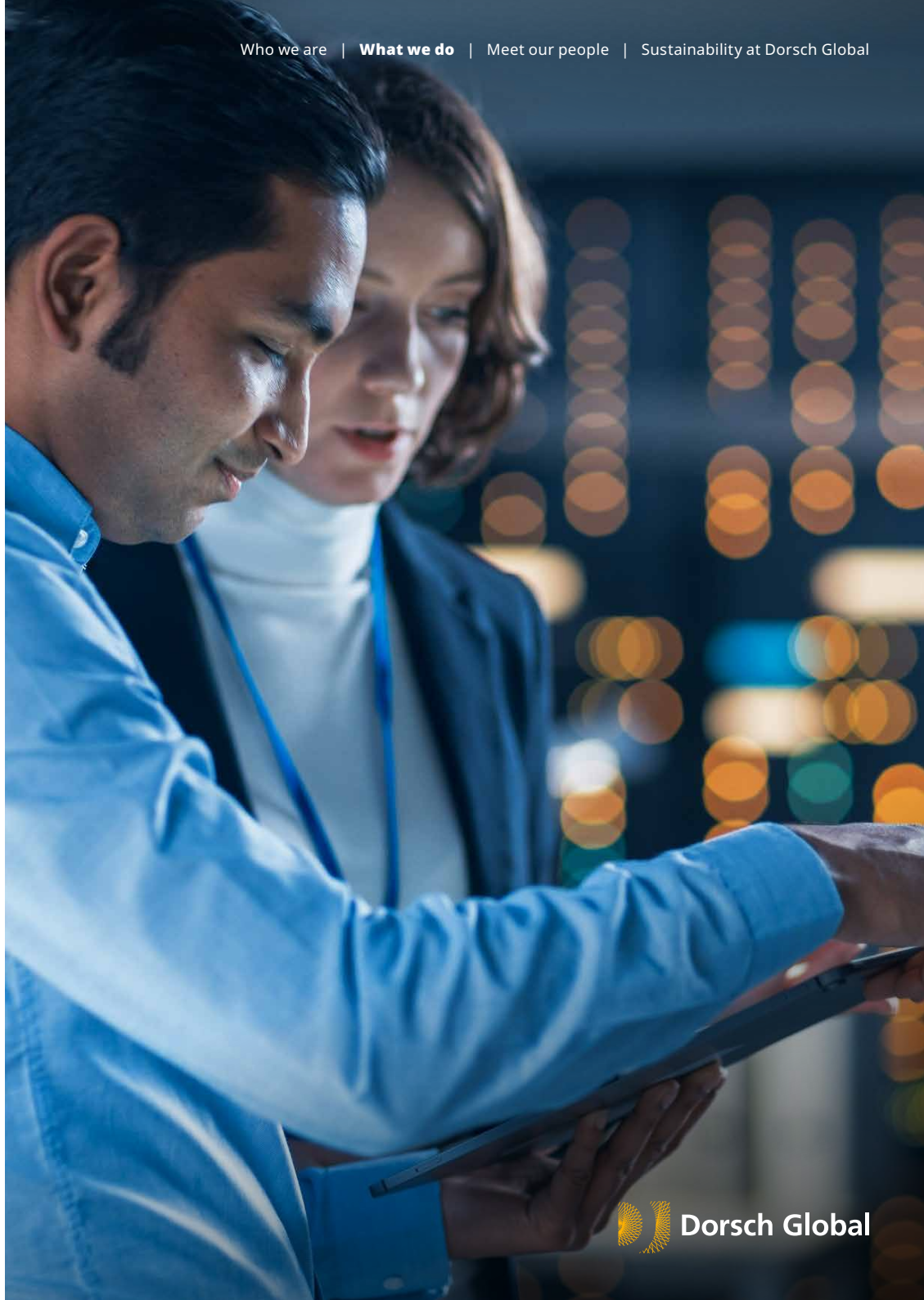
the estimated global investment in energy efficiency in 2025, a record high

90%

of all electricity capacity added worldwide in 2024 was renewable

#1

most affordable: renewable energy is now the cheapest source of power in most parts of the world



From generation to grid



“Even as technologies and regulations evolve in a fast pace, we support clients in navigating the energy transition from strategy to implementation, tackling real world challenges with solutions that are both technically and economically viable.”

Thorben Groß, Team Lead Consulting, BLS Energieplan, Germany

Meeting the pressures of a fast-changing energy landscape

Power and electrical

From substations to high-voltage installations, we engineer power and electrical systems with the precision and reliability required to support critical infrastructure.

Industrial engineering

Industrial facilities require energy systems that perform reliably even under extreme conditions. We design and optimise solutions across a wide range of applications, supporting efficiency, resilience, and long-term performance.

Transmission and distribution

Efficient energy delivery requires intelligent, robust, and scalable networks. We plan and engineer transmission and distribution systems that reliably connect generation with demand at scale.

Oil and gas

Even as the energy transition accelerates, oil and gas infrastructure remains critical to energy security. We plan and engineer pipelines, tank farms, and transport systems for gas, crude oil, and petroleum products.

Integrated energy systems

Complex energy challenges demand holistic thinking. We develop integrated systems that combine generation, storage, and thermal networks into high-performance, future-ready infrastructure.

Energy storage

Balancing supply and demand requires flexible and scalable energy storage. We design and integrate battery and thermal storage solutions that stabilise power and heat networks and maximise the value of low-carbon energy.

Renewable energy

From solar to geothermal sources, we plan and engineer renewable energy systems that deliver reliable, low-carbon energy. We integrate heat pumps, waste heat, and district heating to support the decarbonisation of energy infrastructures and reduce reliance on fossil fuels.

Heating a city from the river: Gießen River water heat pump system

Gießen, Germany

Together with Stadtwerke Gießen, four of our companies in Europe are delivering one of Germany's most ambitious river-sourced heating projects. From 2026, a new power centre equipped with large-scale river water heat pumps will supply renewable heat to over 3,000 homes. We coordinated the full spectrum of planning and construction while navigating complex challenges such as river water level fluctuations, sensitive subsoil conditions, noise protection, and a historically significant urban setting.

Our services

- Process engineering design for heat pump systems
- Hydraulic engineering for river water extraction and return structures
- Building, structural, and open space planning for the power centre
- Electrical, automation, and fire protection planning
- Noise emission control and thermal building physics analysis

Enabled impact

- Renewable heating for up to 3,000 homes from 2026, replacing fossil fuel sources
- Significant reduction of greenhouse gas emissions through river water energy use
- Sensitive architectural integration into a historically significant urban context

Companies involved

BLS Energieplan, Dorsch Engineers, spiekermann ingenieure, KREBS+KIEFER



Paving the way toward decarbonised district heating

Stralsund, Germany

On behalf of SWSE Energie GmbH, BLS Energieplan planned a forward-looking innovative Combined Heat and Power (iCHP) plant for resource-efficient heat supply in the city of Stralsund. The project – which yielded one of Germany's largest solar thermal plants – had a clear objective: a completely new generation unit with high efficiency, carbon dioxide reduction, and direct integration into the existing district heating network. > [more project infos](#)

Our services

- General planning of all technical systems, building, and outdoor facilities
- Permitting coordination, including nature conservation and geothermal site requirements
- Fast-tracked planning, from award to commissioning

Enabled impact

- 9.5 gigawatt hours of solar heat produced annually
- Covers over 10% of Stralsund's district heating network demand
- Summer base-load for hot water fully covered by solar energy
- Thousands of households supplied with renewable heat

Companies involved BLS Energieplan



Planning SuedLink – Germany's largest energy transition corridor

Germany

Together with TransnetBW, we planned a key section of SuedLink – Germany's largest grid expansion project. As part of this landmark infrastructure, we were responsible for planning 70 kilometres of the total 700 kilometre-long underground high-voltage direct current cable, which will carry 4 gigawatts of wind power from northern to southern Germany, forming the backbone of the national energy transition.

Our services

- Basic evaluation
- Route planning, service phases 1–8
- Intersection planning
- Preliminary planning of intermediate stations
- Development of third-party alternatives
- Planning of cable section stations and fiber optic intermediate stations

Enabled impact

- Enables transmission of 4 gigawatts of renewable energy from north to south Germany
- Supports Germany's target of at least 80% renewable electricity by 2050
- Part of a 10 billion euro investment, forming the backbone of the national energy transition
- Contributes to a stable, secure electricity supply for households and industry nationwide

Companies involved

KREBS+KIEFER
spiekermann ingenieure



Decarbonising Lilleshall National Sports Centre campus

Lilleshall, England

The Lilleshall National Sports Centre is one of England's leading national sports facilities. Desco, alongside Sport England, investigated how to decarbonise the campus. With 14 buildings operating across a complex mix of oil, liquefied petroleum gas (LPG), and biomass heating systems, this project presented distinct challenges. By combining technical rigour with a clear strategic framework, we enabled Sport England to move from fragmented energy use to a coherent, prioritised path towards long-term carbon reduction.

Our services

- Detailed building surveys across all 14 campus buildings
- Options appraisal and bespoke intervention scoring matrix
- Five-year fully-costed decarbonisation plan of works
- Heat pump and mini district heating system design recommendations
- Photovoltaic feasibility and electrical infrastructure assessment

Enabled impact

- 345 tonnes of carbon reduction per year upon plan completion
- Annual running cost savings of £100,000
- Identified £8.7 million of prioritised carbon reduction interventions

Companies involved Desco



“This project was challenging as we had a mix of fuels on site – oil, LPG and biomass; and each building required bespoke recommendations. But completing the 5-year strategy was a great achievement.”

Danny Strickland, Head of Building Performance & Sustainability, Desco, United Kingdom



Connecting people, places, and possibilities

Mobility

Rising mobility demands and ageing assets require transport networks that are smarter, more connected, and compatible with a net-zero future. We design and deliver integrated systems across road, rail, aviation, and maritime, applying advanced engineering and multi-modal planning to make low-carbon mobility a reality.

2x

more urban passenger
transport will be needed
by 2050 compared to 2015

2/3

of passenger emissions per
km can be cut by shifting
from private cars to buses
and trains



Every route a responsibility



“We shape the future of urban mobility and drive change towards more environmentally friendly and liveable cities.”

Nina Eylert, M.Eng. Urban Mobility, PB Consult, Germany

How ageing assets, rising demand, and net-zero targets are reshaping how we move

Transport planning

Achieving greener and more efficient mobility starts with intelligent planning. Combining traffic simulation, corridor optimisation, and multimodal modelling, we develop strategies that reduce congestion, cut emissions, and streamline urban connectivity.

Railways

Drawing from decades of experience, we create some of the world's most advanced solutions for freight networks and heavy, high-speed, and light rail. We deliver new lines, manage major upgrades, and renew complex assets, often expanding capacity and integrating new technologies while maintaining live operation.

Roads

Safe and efficient road networks don't just happen by accident. We plan, design, and manage road infrastructure across highways, rural territories, and urban networks, integrating lifecycle investment planning and low-carbon design standards.

Intelligent Transportation Systems

Data, automation, and predictive analytics are redefining mobility as we know it. We design and deploy Intelligent Transportation Systems (ITS) architectures that integrate digital twins, AI-based traffic optimisation, and cybersecurity systems. These advancements help to make transport networks not only smarter and more efficient, but safer for all road users.

Tunnels and bridges

Where unforgiving environments demand bold and creative solutions, we embrace rising to the challenge. Combining our structural engineering excellence with digital twins and geotechnical mastery, we design tunnels and bridges that stand the test of time.

Marine

Ports and marine terminals are the lifeblood of many economies, but they also have significant ecological impacts. By integrating hydrodynamic simulation, structural engineering, and environmental stewardship, we design climate-resilient harbours, terminals, and offshore facilities that balance operational efficiency with protection for fragile ecosystems.

Airports

These gateways to global connectivity need infrastructure that performs flawlessly under pressure, every second of the day. From runways and terminals to multimodal landside access, we engineer aviation hubs built for efficiency, resilience, and the intensifying demands of modern air travel.

From concept to commute: Riyadh's leap towards urban mobility transformation

Riyadh, Saudi Arabia

For decades, car traffic and an absence of public transport shaped Riyadh's cityscape. Today, an integrated metro and bus network – controlled by a state-of-the-art ITS – connects the metropolis and sets new standards for forward-looking urban mobility in the region. Our team at Dorsch Middle East has led this transformation on behalf of the Royal Commission for Riyadh City since 2014, developing a data-driven system that improves passenger experience, and encourages the move away from private vehicles to public transport. > [more project infos](#)

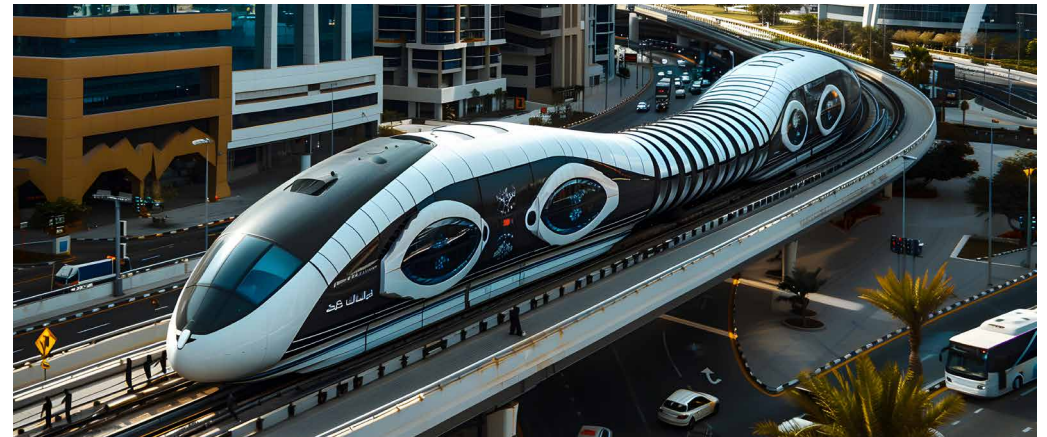
Our services

- Programme management and technical leadership of the ITS
- Integration of fare collection, vehicle management, and operations control systems
- Continuous data analysis to optimise routes, timetables, and service quality

Enabled impact

- 6 metro lines spanning 176 kilometres and 85 stations now in operation
- 86 bus routes covering 1,900 kilometres and nearly 2,900 stops across the city
- 19 park-and-ride facilities, which ease the transition from car to public transport
- Technical foundation laid for future autonomous vehicle integration

Companies involved Dorsch Middle East



“The ultimate reward is seeing a once-theoretical system now being integral to daily life in Riyadh. We transitioned from a city with minimal public transport to one that fosters a sophisticated, fully integrated metro and bus network.”

Yasser Henawy, Programme Director, Dorsch KSA, Saudi Arabia



Climate-neutral mobility for the island of Fehmarn

Fehmarn, Germany

In response to a declared climate emergency, we developed an integrated mobility concept for Fehmarn, targeting climate-neutral mobility by 2030. Together with local authorities, our team at spiekermann ingenieure analysed all transport modes – from commuting to leisure travel – and translated the insights into an action plan for a fundamental shift in the island’s transport structure.

Our services

- Baseline analysis and traffic counts
- Development of a target system and mobility scenarios for 2030
- Preparation of a prioritised action catalogue
- Coordination of public participation, including stakeholder workshops, and a citizens’ forum
- Design of an evaluation and monitoring framework

Enabled impact

- A clear roadmap enabling residents and visitors to travel climate-neutrally by 2030
- Gap-closing in the cycling network, improving connectivity across the island
- Improved parking management and traffic flow in residential areas
- Strengthened public participation through transparent, continuous engagement



Companies involved

spiekermann ingenieure



Engineering Egypt’s high-speed rail network

Egypt

Together with the National Authority for Tunnels, we are delivering multidisciplinary engineering services for Egypt’s most transformative infrastructure project – an electric high-speed rail network connecting major cities, ports, and tourism hubs.

Our services

- Comprehensive engineering services across all project phases for 62 stations
- Route planning, station design, and project management
- Integration with multimodal transport networks, including light rail transit and monorail
- Development of terminal, interchange, and intermediate station typologies

Enabled impact

- Over 2.3 million passengers and 18,500 tonnes of freight served daily
- Reduced carbon emissions and traffic congestion through electric-powered mobility
- 2,000 kilometres of high-speed electric rail across three lines

Companies involved ECG Engineering Consultants Group



Driving towards net zero: Liverpool's carbon-smart road network

Liverpool, United Kingdom

Working with Liverpool City Council, Pell Frischmann is leading a three-year innovative Carbon Hierarchy initiative to transform how carbon is measured and reduced across the city's road network. The initiative supports Liverpool's ambition to reach net zero by 2030 through practical, data-driven tools that embed whole-life carbon and cost considerations directly into how the city plans, maintains, and invests in its road network, making lower-carbon decisions the default.

Our services

- Development of the Carbon Hierarchy Lens Toolkit for data capture, assessment, and scenario modelling
- Integration of whole-life carbon and cost analysis into the Liverpool City Council's highways workflows
- Coordination of multi-partner engagement with local authorities, academia, and industry

Companies involved Pell Frischmann

Enabled impact

- Earlier, more accurate carbon baseline through streamlined data collection and analysis across all highway schemes
- Improved allocation of funding towards schemes with the greatest carbon-reduction potential
- Low-carbon material trials now being replicated in Aberdeen and Newcastle



“We shared our experience in developing low-carbon, climate-resilient options, and worked with Liverpool City Council to develop future-proofed, practical solutions which can be delivered at a local level.”

Dr. Mansi Desai, Head of Sustainability,
Pell Frischmann, United Kingdom



Transformative ideas for people and the planet

Environment and society

The world's most pressing challenges require interdisciplinary thinking and a bold willingness to challenge the status quo. Working hand-in-hand with our clients and partners, we combine engineering expertise, resource management, and capacity development to advance climate resilience, strengthen governance, and foster long-term economic growth.

75%

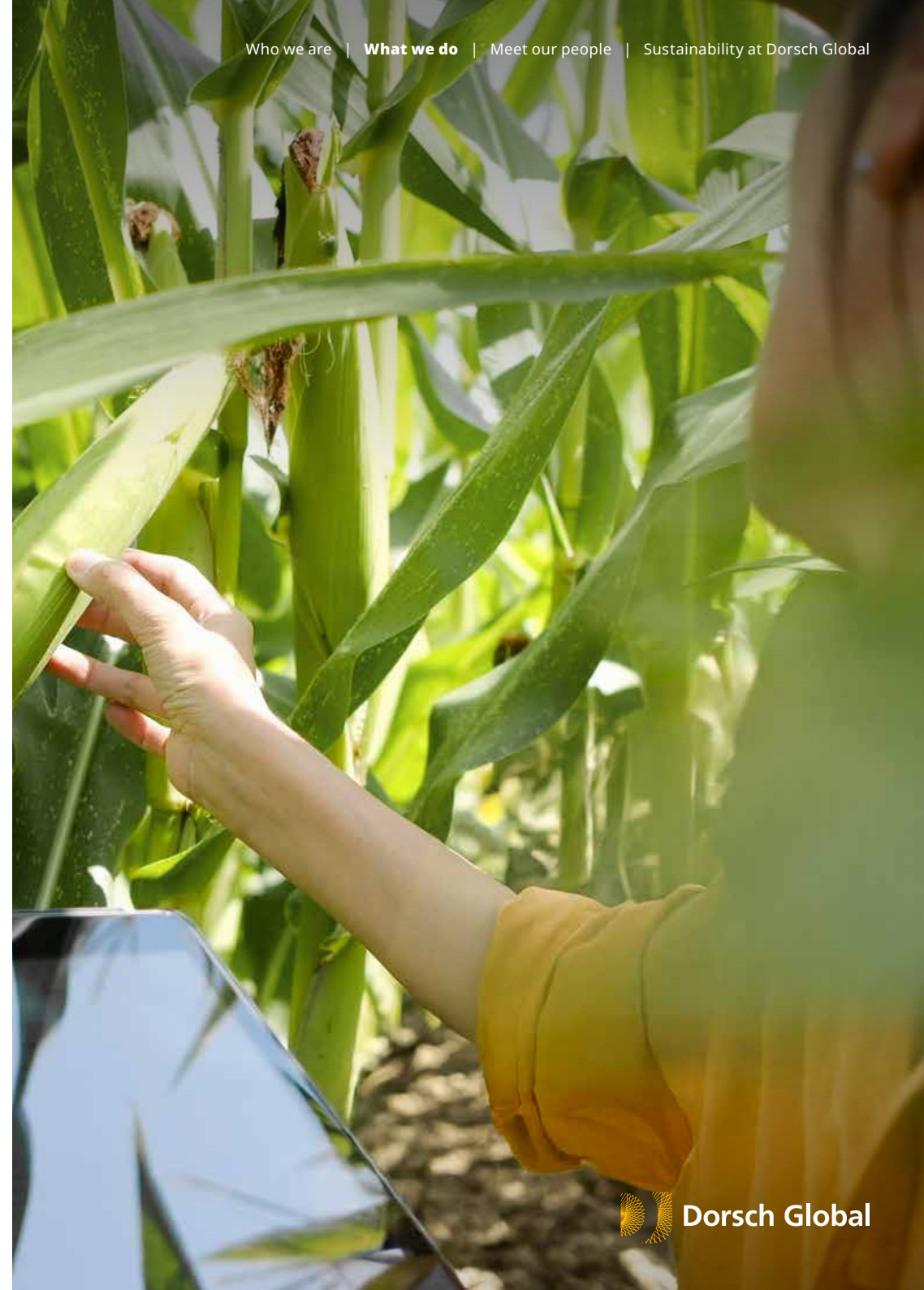
worldwide could be impacted by drought by 2050

1 in 4

people aged 15–24 worldwide are not in any form of employment, education, or training

\$4 saved

for every \$1 invested in resilient infrastructure in low- and middle-income countries



Rethinking the systems that shape our world



“Whether it’s contributing to natural resource management or promoting sustainable irrigation and farming practices – together, these efforts add up to real change. I’m proud to be part of projects that help both communities and nature thrive.”

Sayed Shobair, Deputy Head Water and Agriculture, Dorsch Impact, Germany

Lasting change demands more than technical solutions

Good governance, peace, and social cohesion

Fragile institutions and weak governance erode public confidence, undermine social development, and amplify injustices and inequality. By strengthening decentralisation, the rule of law, and civic engagement, we help to restore trust and lay stable foundations for more resilient communities.

Food security

By linking agricultural productivity with resilient infrastructure and market access, we develop tailored food security strategies that build lasting economic stability, improve nutrition, and increase social wellbeing.

Natural resource management

Deforestation and biodiversity loss don’t just threaten community resilience and welfare, but the stability of our entire planet. By combining nature-focused solutions with data-driven governance, we support protected area management, landscape restoration, and the planning of more sustainable land use.

Climate mitigation and adaptation

Rising temperatures and extreme weather events are exceeding the adaptive capacity of many countries, ecosystems, and vulnerable communities, as well as their supporting infrastructure. We provide technical assistance across all governance levels, advancing the development of evidence-based policies and a cross-sector transition to a low-carbon economy.

Sustainable agriculture

Around five out of six farms worldwide are smallholder operations, making agriculture central to their livelihoods and resilience. Our interdisciplinary teams design climate-focused and resource-efficient solutions, from advanced irrigation systems to market integration and enhanced local value creation.

Skills and economic development

Improving access to meaningful work and continuous learning is a key driver of social inclusion and economic growth. We strengthen these skill ecosystems through vocational training, entrepreneurship, and labour market integration, fostering more rewarding employment and empowering local development.

Water for growth: Transforming small-scale irrigation in northern Mali

Regions of Mopti, Timbuktu, Gao, and Ménaka, Mali

Mali in West Africa has some of the world's most critical food insecurity, with over a third of its population chronically undernourished. Despite agriculture employing around three-quarters of Malians, smallholder families are struggling to safeguard their livelihoods in the face of intensifying climate threats. Fortunately, Mali also holds extensive water reserves, and targeted irrigation could expand its usable agricultural area by up to 500%. Dorsch Impact, working together with the National Directorate of Rural Engineering (DNGR) and with finance from Germany's KfW Development Bank, is translating this potential into practical, community-led irrigation projects across four northern regions.

Our services

- Procurement, supervision, and acceptance of construction work
- Mobilisation and capacity building of farmers on inputs and irrigated agriculture
- Training in repair and maintenance
- Development of long-term agronomic monitoring systems

Enabled impact

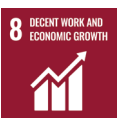
- 36 hydro-agricultural infrastructures and 700 hectares of flood retention basins built
- One integrated agroecological farm school
- 21 hydro-agricultural facilities strategically consolidated
- 70 hectares of agricultural forest planted for erosion control
- Increased food security and income for over 43,000 people

Companies involved Dorsch Impact



“In the hands of small-scale farmers, irrigation is much more than water – it’s food on the table, dignity in their daily work, and hope for the next season.”

Paul Loibl, Team Leader – Water and Agriculture, Dorsch Impact, Germany



Empowering displaced people and host communities in Mali

Multiple municipalities, Mali

Mali faces one of the most severe displacement crises in West Africa. Together with Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), we foster employment prospects and economic self-reliance for internally displaced persons, refugees, and vulnerable host communities across 22 municipalities.

Our services

- Labour market analysis
- Capacity building for 15 vocational training centres in gender-sensitive and conflict-aware teaching methods
- Design and implementation of vocational training aligned with labour market needs
- Development of accredited curricula on literacy, life skills, and conflict transformation

Enabled impact

- Over 3,730 beneficiaries trained in high-demand sectors, 50% of whom are women
- Improved access to employment and income opportunities, contributing to increased self-reliance
- Strengthened local training ecosystems and institutional capacities in 22 municipalities



Companies involved Dorsch Impact



A data-driven platform to guide Blackpool to net zero

Blackpool, United Kingdom

Blackpool Council declared a climate emergency in 2019 and committed to achieving net zero by 2030. Structural obstacles stood in the way: dispersed data, limited internal resource, and the need to align stakeholders around shared goals. Genecon translated this commitment into a coherent, evidence-based delivery programme.

Our services

- Deployment and tailoring of the EnviroNav climate-action platform
- Emissions pathway modelling under base-line, counterfactual, and ambition scenarios
- Gap analysis with dynamically updated real-world datasets
- Development of intuitive dashboards and shared action-planning for partner alignment

Enabled impact

- Significantly reduced officer workload
- Climate actions aligned with locally important socioeconomic considerations
- Strengthened business case, improving competitiveness for national funding
- Deepened local ownership of the net zero mission through clear dashboards and community-mapping tools



Companies involved Genecon



Designed for today, **built for tomorrow**

Architecture and buildings

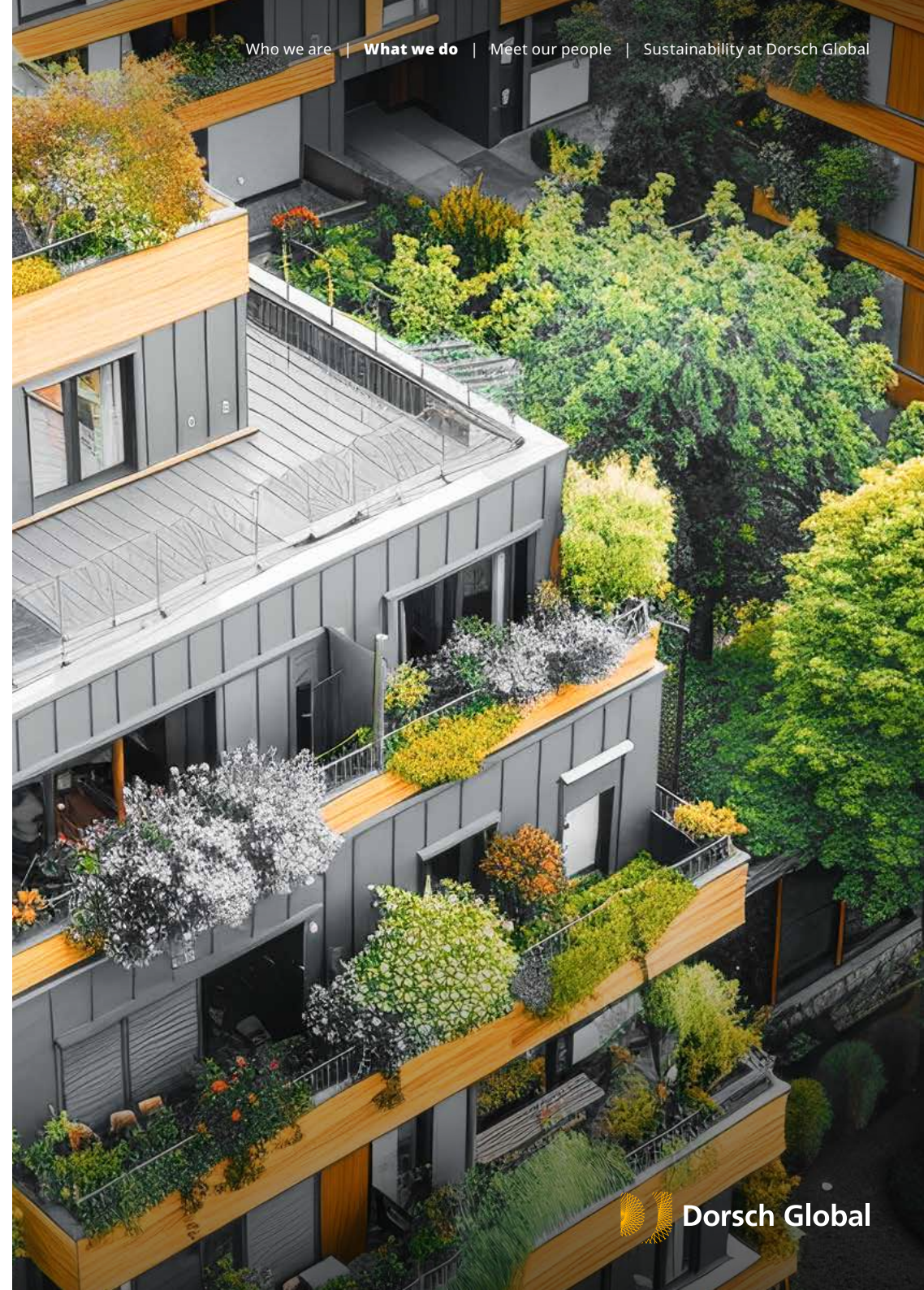
Buildings shape how we live, learn, work, and rest. Our multidisciplinary teams of architects, engineers, and urban planners deliver solutions across many different categories – integrating smart technologies, circular economy principles, and cultural contexts into high-performance structures that enrich communities for generations.

96,000

new homes need to be built daily to meet the global housing demand by 2030

39%

of global energy-related emissions stem from the buildings sector



Designing structures for a connected, evolving world



“In every project – whether a smart city, smart building, or data center – we focus on engineering that empowers both operational excellence and communities, leveraging smart grids and digital energy systems to safeguard resources.”

Ahmed Sorour, Department Manager, Electrical & Digital Energy,
ECG Engineering Consultants Group, Egypt

Buildings that meet today’s demands and tomorrow’s challenges

Healthcare and hospitality

In spaces where people go to rest and recuperate, design really matters. We deliver healthcare and hospitality facilities that combine the latest clinical advancements with energy efficiency and patient-centric design.

Data centres

Reliable infrastructure has always been the bedrock of the digital economy – and now AI is completely changing the game. We design and deliver high-performance data centres with optimised cooling, robust power distribution, and scalable architectures, built for performance and continuity in a rapidly evolving digital landscape.

Education and science

The right environments do much more than nurture curiosity; they help it thrive. We design schools, universities, and research facilities that blend spatial efficiency and advanced laboratory planning with sustainable building technologies to accelerate learning and discovery.

Housing

A person’s home directly influences their health, happiness, and overall quality of life. Our designs combine energy-efficient technologies, climate-responsive design, and modular construction methods. These qualities create comfortable and adaptable homes – and closer, more inclusive communities.

Retail

Beyond generating consistent foot traffic, exceptional retail spaces bring entire cities to life. We design premier retail destinations integrated with transport, energy, and public systems, optimised to support efficiency, adaptability, and long-term urban vitality.

Industrial

Strong and resilient industry is the engine of economic development. We plan and engineer industrial spaces that integrate advanced logistics, sustainable energy systems, and intelligent automation, creating facilities built for scalable long-term performance.

Equitable access to education: Planning 18 schools in Jordan

Various governorates, Jordan

The influx of Syrian refugees placed enormous pressure on Jordan's education system, leading to severe overcrowding, double-shift schooling, and declining education quality. Together with our partners we planned and supervised the construction of 18 schools, laying the foundation for equitable access to primary and secondary education for Jordanian and Syrian students. [> more project info](#)

Our services

- Planning and designing fully functional, child-centred schools
- Integrating solar power and energy-efficient systems to enable net zero energy buildings
- Inclusive design, ensuring full access for people with disabilities
- Construction supervision and quality assurance

Enabled impact

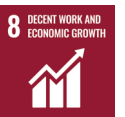
- 18 schools built: Creating 410 classrooms for over 15,300 pupils
- Reduced double-shift schooling and overcrowding
- All schools rely on 100% renewable energy sources
- Average annual savings of 90 tonnes of CO₂ emissions per school

Companies involved Dorsch Impact



“We can directly see and experience the changes in the lives of the students, how they go from being in a small school that is really inappropriate to a modern, fully equipped school.”

Salam Najjar, Senior Programme Manager, Dorsch Impact, Jordan



Reimagining school design for Wiesbaden's next generation



"As an architect, I not only want to create living spaces for people, but also make a positive contribution to our environment. For me, sustainability is not an add-on, but a fundamental attitude that must be reflected in every design."

Muna Aziz-Bilen, Architect, Dorsch Engineers, Germany

Wiesbaden, Germany

Wiesbaden's Elisabeth Selbert School redefines what a modern educational facility can be. Designed for approximately 1,200 students, the school moves beyond the traditional classroom model, introducing open, inclusive spaces that foster collaboration, digital learning, and a genuine sense of community. At its core is the concept of 'learning houses': clusters of classrooms, group work rooms, and open learning zones grouped around shared spaces. Every room is equipped with Wi-Fi and smartboards, laying the foundation for future-oriented, flexible education. > [more project info](#)

Our services

- Architectural planning and design (preliminary through final design)
- Preparation of bill of quantities, cost calculations and tendering
- Construction supervision and project management

Companies involved Dorsch Engineers

Enabled impact

- Achieved Passive House standard ensuring minimal energy consumption
- 93,000 kWh of renewable electricity generated annually, avoiding about 49 tonnes of CO₂ per year
- Integrated greened surface areas and nesting facilities for bats and birds supporting urban biodiversity



A school campus designed for generations of excellence

Dubai, United Arab Emirates

Dorsch Abu Dhabi planned the Lycée Libanais Francophone Prive (LLFP) Meydan School – a small educational community for 2,500 students following the French curriculum. We designed interconnected learning clusters spaces that nurture confidence, curiosity, and a deep sense of community from the day one.

Our services

- Integrated project management
- Architectural and campus design
- Construction supervision
- Tendering support
- Spectrum design coordination

Companies involved Dorsch Abu Dhabi

Enabled impact

- Green buildings fitted with solar panels and sensors to minimise electricity consumption
- Optimised shading, passive cooling, and energy-conscious materials
- The project received “Sustainable and Efficient Architecture” and “Design Educational Project of the Year” awards



Planning a cultural landmark for a new era

Cairo, Egypt

Egypt’s New Administrative Capital (NAC) is one of the most ambitious urban projects of our time. The City of Arts and Culture at the heart of the NAC is one of the largest cultural complexes in the Middle East. It brings together an opera house, concert and theatre halls, a library, a museum, and green open spaces. > [more project info](#)

Our services

- Full advisory scope: architecture, planning, building systems, and project management
- From design concept through to construction supervision
- Masterplan expansion, from 80 to 127 acres
- Implementation of energy-efficient systems

Enabled impact

- 25 acres of green open spaces, enhancing the ecological value of the urban setting
- Preserving cultural heritage through the Museum of Capitals and Capital Library

Companies involved

ECG Engineering Consultants Group



Our voices of sustainability

From Abu Dhabi to Berlin, from Cairo to London, and from water systems to urban masterplans, our people bring skills and perspectives as diverse as the projects they deliver. Regardless of their background, they're united in a single goal: to plan, engineer, and advise in ways that serve people and the planet.

39 Our voices of sustainability



Our voices of sustainability

Meet the people powering progress

With 7,500 passionate professionals across continents, we bring together knowledge, innovation, and purpose to help build a more liveable, just, and resilient world. Our people come together with a strong dedication to make a difference.

We believe that different backgrounds, perspectives and talents lead to higher-quality decision making, more creative solutions, stronger project outcomes and attracting and retaining talents. Diversity helps us to succeed – and grow.

Our decentralised structure empowers local leadership and respects local cultures. It is built on individuality, trust and entrepreneurial spirit.

With over 60 locations worldwide, we are shaped by a broad mix of projects, cultures, mindsets, social and professional backgrounds and perspectives, generations, talents and languages.

Meet some of our colleagues who are driving change. Hear in their own words what inspires them and how they champion sustainable solutions across diverse disciplines.

Follow us on > *social media*



Saba AlHamarneh

“I once heard a main character in a movie say they wanted to work for a cause, not just a company – and that line stuck with me. Ever since, I’ve been looking for exactly that. Joining Dorsch felt like the right decision: we’re committed to tackling major global challenges and prioritise sustainability. Being part of the sustainability team allows me to help shape this and ensure that impact and responsibility stay at the core of our decisions.”

ESG Specialist, Dorsch Global, Jordan



Willy Walther

“Sustainability is not a trend for us, but an attitude. With projects such as the electrification of railroad lines, we are actively contributing to the reduction of CO₂ in transportation.”

Project Engineer, Overhead Line Systems, BPS Rail, Germany

Our voices of sustainability



"I see sustainability as a driver for cost reduction and increased project efficiency. Through my role, I advise our clients to integrate sustainability across the full project cycle."

Manager – Project Controls and Innovations, Dorsch India, India

Sharvari Rath



"To me, digitalisation in the construction industry is not just a niche area; it's a genuine way of achieving sustainability. This involves digitally optimising construction processes, surveying existing buildings for hazardous substances, carrying out lifecycle assessments, promoting circularity and managing material flows. Together, these steps create a true circular economy."

Sustainability Manager Environmental Services, spiekermann ingenieure, Germany

Niklas Feyen



"I am proud that we actively embrace sustainable urban development through natural resource conservation, reduced carbon footprints, and the creation of spaces that support balance between work, family, and life. Through these efforts, we show that progress and environmental responsibility can move forward together, creating a future that is both sustainable and enriching for all."

Regional Director Material and QHSE, Dorsch Middle East, UAE

Babeker Ali Al Ahmar



"Promoting sustainability in the public sector is challenging because financial resources often have other priorities. We raise awareness by making continuous suggestions and are committed to integrating sustainable practices into projects and everyday office life."

Project Engineer Building Construction – Technical Building Equipment Division, Dorsch Engineers, Germany

Luisa Soukup

Our voices of sustainability



Davita Steinemann
Project Manager Climate, Environment and Biodiversity, Dorsch Impact, Germany



Niklas Terwolbeck
Project Manager, Operating Yards/Workshops, spiekermann ingenieure, Germany



Nina Eylert
M.Eng. Urban Mobility, PB Consult, Germany



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Niklas Feyen
Sustainability Manager Environmental Services, spiekermann ingenieure, Germany



Paul Loibl
Team Leader – Water and Agriculture, Dorsch Impact, Germany



Sofia AlHmoud
Deputy Head of Water and Sanitation Department, Dorsch Impact, Jordan



Khaled Adel
Principal HVAC Engineer, ECG Engineering Consultants Group, Egypt



Matthias Steguhn
Prokurist Dipl.-Ing.; Holder of Procurement, BPS Rail, Germany



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Deputy Head Water and Agriculture, Dorsch Impact, Germany



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Architect, Dorsch Engineers, Germany



Max Wittig
Project Manager, spiekermann ingenieure, Germany



Molly Wilson
Sustainability Lead – Dorsch Middle East, UAE



Luisa Soukup
Project Engineer Building Construction – Technical Building Equipment Division, Dorsch Engineers, Germany



Ahmed Sorour
Department Manager, Electrical & Digital Energy, ECG Engineering Consultants Group, Egypt



Willy Walther
Project Engineer, Overhead Line Systems, BPS Rail, Germany



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Senior Landscape Architect, Dorsch Abu Dhabi, UAE



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Programme Director, Dorsch KSA, Saudi Arabia



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Manager – Project Controls and Innovations, Dorsch India, India



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Landscape Planner, Roads and Environment, GRE German Rail Engineering, Germany



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ESG Specialist, Dorsch Global, Jordan



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David West
Technical Director – Ecology, Pell Frischmann, United Kingdom



Salam Najjar
Senior Programme Manager, Dorsch Impact, Jordan



Dipender Giri
Principal Engineer – Roads and Transportation, Dorsch Abu Dhabi, UAE



Cornelia Crell
Dipl.-Ing., Branch Manager Wirges/Düsseldorf, GRE German Rail Engineering, Germany

Join our team.

Shape the future.

Ready to
make an
impact?

Across our global organisation, we share one important conviction: our work should make a lasting and positive impact. You've met the people behind the projects. Now it's time to become one of them. We're looking for curious minds, bold thinkers, and passionate doers – people who want to shape a more sustainable world with us.

› **We can't wait to hear from you.**

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Shaping a sustainable tomorrow

Sustainability Report 2025

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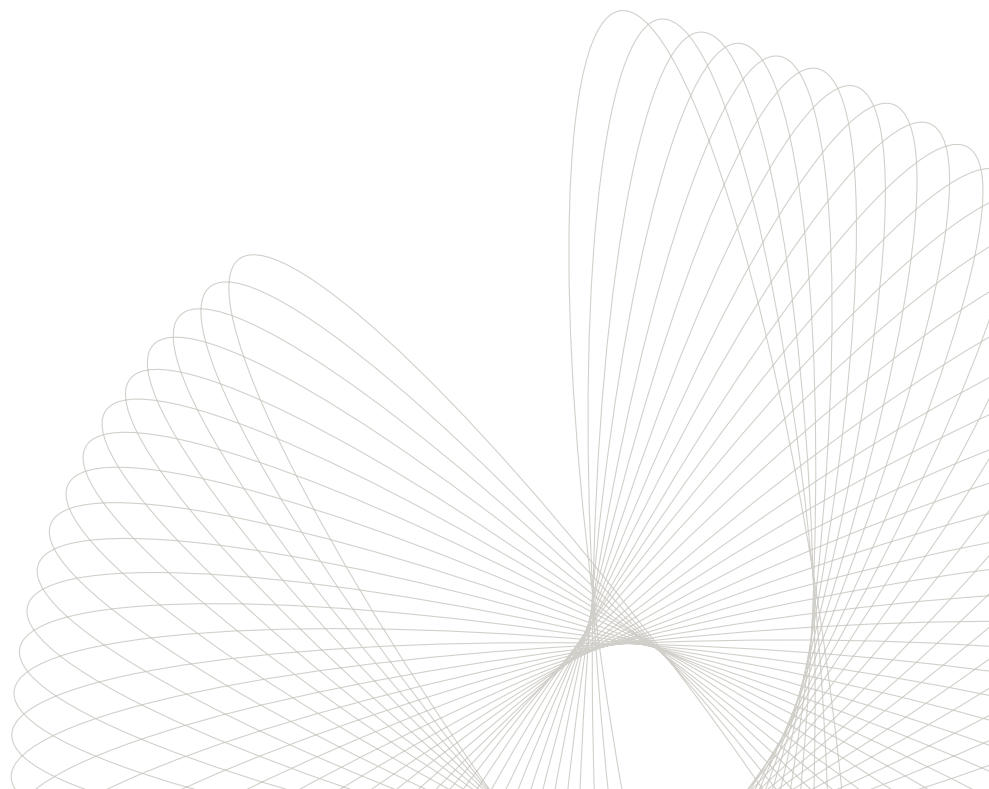
About the 2025 Sustainability Report

To prepare for the transposition of the EU Corporate Sustainability Reporting Directive (CSRD) into German national law, Dorsch Global voluntarily applied the ESRS as a guiding framework when preparing this 2025 Sustainability Report. Based on the current status of regulatory developments, Dorsch Global anticipates being legally obliged to report under the CSRD from the financial year 2027 onwards. This Sustainability Report has been developed in preparation for – and oriented by – disclosures set forth by the EU CSRD, while considering the Draft Simplified ESRS (European Financial Reporting Advisory Group (EFRAG), November 2025) issued under the EU Omnibus procedure. Dorsch Global continues monitoring the regulatory developments closely.

Shaping a sustainable tomorrow – together

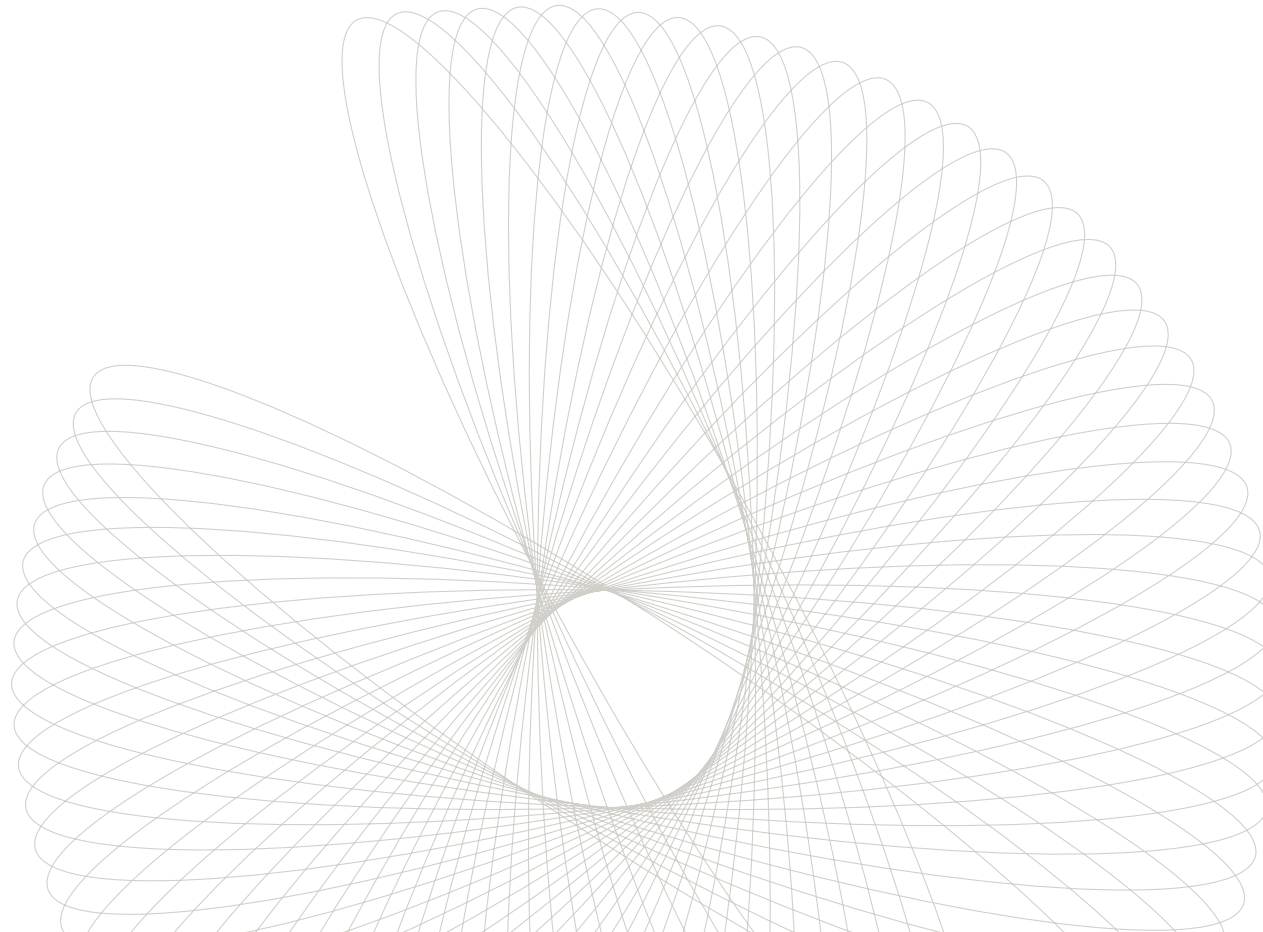
The challenges of our time demand bold thinking and collaborative action. Together with our clients, our global teams design solutions that protect resources, drive energy efficiency, support climate resilience, and create lasting societal value. Discover selected client project examples in our accompanying

> *2025 Sustainability Magazine.*



General information

ESRS 2 **General disclosures**



SBM-1

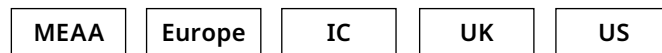
How we create value

Dorsch Global is one of the world’s leading independent engineering consultancies, working across water, urbanisation, energy, mobility, environment and society, and architecture and buildings. From initial concept to final delivery, we translate complex challenges into resilient and future-proof solutions. With local networks supported by our global expertise, we are a reliable partner across every stage of the project lifecycle.

Our strategy is driven by our ambition of shaping a sustainable tomorrow. We operate under a project-based model, where multidisciplinary teams work closely with clients and partners to deliver tailored solutions for over 12,000 projects. With more than 7,500 employees worldwide, our decentralised structure empowers our companies to remain close to clients.

Our governance model

Dorsch Global



Our business activities are organised according to the regions and markets where we operate. Headquartered in Germany, our key markets include Europe, the Middle East, Asia, and Africa (MEAA), the United States of America (US), the United Kingdom (UK), and International Cooperation (IC). Domestic revenues

account for 16.4%, while international revenues make up 83.6%. As the parent company, Dorsch Global GmbH exercises strategic and cross-regional management functions.

2025 revenue breakdown (in %)



Our value chain

Our own operations refer to our employees and the activities that fall under our direct operational control. Dorsch Global’s key services consist of planning and design, consulting, project and construction management, operations and maintenance, building services, environment and sustainability, and specialised services. Our value creation is driven by the expertise and skills of our employees, who create the solutions we sell to our clients.

As a consulting and engineering company, Dorsch Global acts primarily as an upstream partner to public institutions, private investors, and industrial clients. We provide advisory services and shape concepts, feasibility studies, and designs that inform the construction, operation, and maintenance of infrastructure and urban systems. In this position, we operate at the intersection of vision, planning, and implementation – responding to complex societal needs with technically sound solutions. We do not

generate revenue from the exploration, mining, extraction, production, processing, storage, refining, or distribution of fossil fuels, including their transportation, storage, and trade.

The key participants in our upstream value chain include suppliers of goods or services that contribute to our project delivery and ongoing operations. This primarily includes the purchase of professional services, office equipment, and IT systems that support project delivery, as well as subcontracted small and medium-sized engineering firms that complement our capabilities. We also purchase specialist services, such as from geotechnical laboratories or design software providers. We expect our suppliers to operate in an environmentally, socially, and economically responsible manner and encourage similar practices within their own supply chains.

We are equally selective about the clients and projects we engage with and apply strict business partner due diligence. Our downstream value chain primarily comprises the recipients of our services – clients and other stakeholders who assess the outcomes of our projects and implement our recommendations, as well as contractors who carry out our designs and concepts. While delivering our services, we comply with all applicable regulatory requirements. Once a project has been completed, its responsibility is transferred to the client upon acceptance, and our involvement typically concludes.

Our influence extends beyond immediate project delivery, enabling long-term social, economic, and environmental value in the built environment. However, our impact remains indirect, as final project decisions and outcomes are set by our clients.

We work consistently to integrate sustainability into our management structures, compliance frameworks, and business activities. The nature of the services we provide often supports sustainable outcomes across several environmental and social dimensions. For example, our projects frequently incorporate measures such as reforestation, renewable energy integration and energy efficiency measures, water loss reduction, biodiversity protection, and climate change adaptation – alongside design solutions and technical specifications that leverage materials and technologies tailored to mitigate or adapt to climate change. Examples can be found in our > 2025 *Sustainability Magazine*. Across our 12,000+ ongoing projects, these contributions are not yet consolidated for quantified sustainability targets related to specific markets or services (see details in > “*Environmental impacts in our client projects*”). However, they demonstrate our commitment to advancing environmental stewardship and supporting the transition to a more sustainable society. As our sustainability management framework continues to mature, we evaluate opportunities for overarching goals that reflect the sustainability value embedded in our services.



GOV-1

Role of our management body in relation to sustainability

Dorsch Global is a worldwide operating company, and we strive to reflect this same geographic and technical diversity in the composition of our Executive Board, the company's management body. Our board members bring experience from across the regions and sectors where we operate, ensuring that our strategic direction is informed by deep knowledge and experience. The Board's representation of Egyptian, German, and British nationalities also reflects our organisation's commitment to fostering diversity at its highest level of governance. As of January 1, 2024, Dorsch Global's Executive Board comprises the CEO Ayman Haikal (male), COO Tanja Baur (female), and CFO Jon Grady (male). The Executive Board members are appointed by Dorsch Global's shareholder, RSBG SE. Chairman Olaf Hoffman (male) is a non-executive advisor to the Board.

Composition and diversity

	Unit	2025
Executive members	Headcount	3
Non-executive advisor	Headcount	1
Independent board members	%	0
Average ratio of female to male board members	%	33

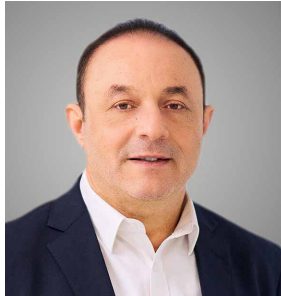
Management roles and responsibilities

The **Executive Board** assumes the central role in overseeing and driving the implementation of the company's mission, vision, and long-term strategy. It bears the ultimate responsibility for ensuring that Dorsch Global operates in alignment with its stated objectives while cultivating the desired corporate culture. Endowed with decision-making authority and empowered by the company's governance and risk management policies, the Executive Board exercises its prerogative to provide crucial approvals and guidance on key business matters.

All members of the Executive Board are also part of the Dorsch Global **Executive Committee**, which also comprises the region CEOs Prof. Dr. Jan Akkermann (Dorsch Europe), Shaun Carter (RSBG UK), and Vic Sibilla (Vela Tech US). Ayman Haikal is responsible for MEAA, and Tanja Baur for IC. The Executive Committee holds responsibility for shaping the company's mission, vision, and overall strategic direction, while also ensuring effective organisational oversight and implementation of key policies. Collaboratively, the Executive Committee defines and establishes operating goals and objectives aligned with the broader strategic framework.

Regional management boards are led by the region CEOs to steer groups of companies, which are organised based on their market or geographical location.





Ayman Haikal

Tanja Baur

Jon Grady

Olaf Hoffmann

Prof. Dr. Jan Akkermann

Shaun Carter

Vic Sibilla

Egyptian | Joined in 1994

German | Joined in 2001

British | Joined in 2016

German | Joined in 2004

German | Joined in 2022

British | Joined in 2020

United States | Joined in 2021

- CEO Dorsch Global
- Member of the Dorsch Global Executive Board
- CEO Dorsch MEAA

- COO Dorsch Global
- Member of the Dorsch Global Executive Board
- CEO International Cooperation

- CFO Dorsch Global
- Member of the Dorsch Global Executive Board

- Dorsch Global Chairman

- CEO Dorsch Europe
- Member of the Dorsch Global Executive Committee

- CEO RSBG UK
- Member of the Dorsch Global Executive Committee

- CEO Vela Tech US
- Member of the Dorsch Global Executive Committee

- 35+ years of experience spanning executive leadership, strategy, engineering, business growth, value creation, and organisational transformation.

- Strong combination of civil engineering background with a track record in strategy execution, commercial growth, and organisational scaling.

- Extensive experience in both organic and inorganic growth, having led expansion into new geo-markets and sectors, and diversified service offerings.

- 25+ years of international leadership experience in consulting, planning and engineering services.

- Proven track record in organisational transformation and value creation across multiple levels, driving efficiency and strengthening resilience.

- Experienced in embedding sustainability into strategy and performance, integrating environmental and social responsibility into decision-making and project delivery.

- Strong ability to align global and local business strategies while navigating the interface between business, society, and public policy.

- Financial roles in the private professional services, B2B consultancy, and engineering sectors.

- Strong track record of strategic development and enablement of business growth strategies through technical expertise.

- Highly commercially focused with financial and operational leadership experience.

- Extensive international experience including in the UK, US, Germany, India, Egypt, UAE, Qatar, and Saudi Arabia, resulting in high cross-cultural awareness.

- 30+ years in the infrastructure consulting industry with an international background and proven track record of entrepreneurial-driven leadership

- Focused on strategy in combination with operational and M&A growth.

- Structural engineering of complex, award-winning international buildings, bridges, and waterway structures.

- Managing director of different civil engineering consulting companies.

- Holding management and development (M&A) of groups of engineering companies.

- Full-time professor at university with lectures and research programmes.

- Certified expert in concrete protection and refurbishment.

- 35+ years of experience across the full lifecycle of the infrastructure sector as a developer, contractor, consultant, operator, and asset owner in the UK and internationally.

- 20 years' experience at the MD or Board level in listed companies, private limited companies, and charitable organisations.

- 10 years' experience of developing PPP projects in sectors ranging from renewable energy to healthcare.

- 6 years' experience based in the Middle East leading joint venture businesses.

- Seasoned executive with extensive leadership experience across the US, New Zealand, Australia, Macau, Hong Kong, and Singapore.

- Highly experienced in defining corporate vision and translating strategy into operational excellence.

- Proven track record in executing buy-and-build M&A strategies, leading post-merger integrations, and aligning leadership teams to achieve shared objectives.

- Mechanical PE License in 15+ US states.

- BSc Civil Engineering, Mansoura University, Egypt

- MSc Political Science with focus on International Relations, Freie Universität Berlin, Germany

- ACMA, CGMA - CIMA Qualified Chartered Management Accountant

- BSc (Hons.), Business Studies with German; Kingston University, UK

- Dipl. Ing., TU Braunschweig, Germany, École de La Villette Paris; Politecnico di Milano, Italy, Columbia University, New York, US

- Dipl. Civil Engineering, Karlsruhe Institute of Technology, Germany

- Dr.-Ing. Civil Engineering, Karlsruhe Institute of Technology, Germany

- Professor (lecturer, research), University of Applied Sciences Karlsruhe, Germany

- BSc. (Hons.) Maritime Science, Cardiff University, UK

- MBA, Warwick Business School, University of Warwick, UK

- BSc. Mechanical Engineering, Old Dominion University, Norfolk, Virginia, US

- Member, Institute of Directors (IoD), International

- Licensed professional engineer in Egypt and UAE

- Member of the Presidium, Africa Association of German Business (Afrika-Verein der deutschen Wirtschaft),

- Member of the International Business Committee Board, German Association of Consulting Engineers (VBI)

- President of the Arab-German Chamber of Commerce and Industry

- Member of the GIZ Economic Advisory Board, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

- Qatari-German Economic Board

- Deutscher Beton- und Bautechnikverein e.V., member of the board

- German Association of Consulting Engineers (VBI), member

- Ingenieurkammer Baden-Württemberg, member

- Chair of UAE-UK Business Council Infrastructure Group

- Chair of CBI (Confederation of British Industry) Health Board

- Member of the CEO forum, Institution of Civil Engineers

- Trustee of The Lovelace Trust, Educational Charity

- American Society of Plumbing Engineers, Founding VP, Las Vegas Chapter

- American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)

- Council on Tall Buildings and Urban Habitat

- Engineering Advisory Board, University of Nevada, Las Vegas

- American Society of Mechanical Engineers, Associate Member

- Native Indian Gaming Association, Associate Member

Governance responsibilities for sustainability oversight

Collectively, the Executive Board possesses and has access to the appropriate skills and expertise required to oversee strategies and measures aimed at responding to material impacts, risks and opportunities (IROs). To manage and monitor material sustainability topics, Dorsch Global applies a cross-regional governance structure alongside supporting controls, processes, and clearly defined roles and responsibilities.

Reporting directly to the Dorsch Global COO, the Dorsch Global Sustainability Lead steers the identification of IROs through a double-materiality assessment (DMA), the preparation of disclosures under the CSRD, and sustainability performance, including analytical input on material IROs and status updates on key metrics. On the material topic of business conduct, all Executive Board members undergo specific training as part of our Compliance Management System (CMS).

The accountabilities for sustainability and IRO-related oversights are distributed among the Executive Board members in alignment with the sustainability topics defined in the ESRS. The Executive Board is further supported by dedicated committees, whose members are defined as part of our CMS. Accountabilities for individual policies related to material topics are outlined in the policy itself. For details, see GDR-P in the [Annex](#).

Oversight of material sustainability topics

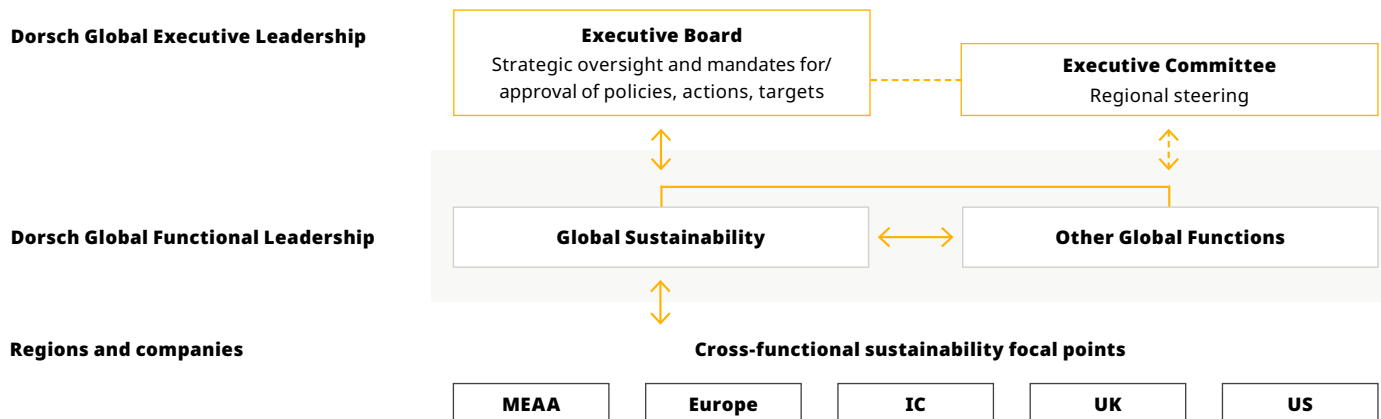
Material topic	Body or individual responsible
Climate change mitigation	Dorsch Global COO
Own workforce Working conditions, health and safety, equal treatment and opportunities for all, training and skills development, diversity, work-life balance	Dorsch Global COO
Workers in the value chain Working conditions, other work-related rights	Compliance Steering Committee The Compliance Steering Committee's mandate is defined in the Dorsch Global CMS. Responsible for the continuous improvement of the CMS, including aspects pertaining to workers in the value chain, the committee comprises the Dorsch Global CEO, COO, Head of Compliance, and Dorsch Global Function Leads upon request.
Business conduct Corporate culture, corruption and bribery, whistleblower protection, corporate responsibility	Compliance Steering Committee, Compliance Review Committee The Dorsch Global Compliance Review Committee's mandate is defined in the CMS. Its mandate is the investigation of suspected compliance cases and comprises the Executive Board, Head of Compliance, Head of Legal, and the pertaining region CEO. Additional members are invited if required, such as the pertaining regional compliance delegate.

Board oversight of sustainability target setting and strategy

The Executive Board steers and approves our overall strategic direction on sustainability. The development of IRO-related policies, actions, and targets is led by Dorsch Global Sustainability and/or Global Function Leads in collaboration and consultation with all regions. Proposals for policies, actions, and targets are presented to the Executive Board for approval through dedicated resolutions. The Executive Committee, in collaboration with the regional management boards, provides strategic direction on regional contextualisation and implementation. Global Function Leads are responsible for integrating sustainability considerations into their operational domains. The Executive Board receives regular updates on the management of material IROs, strategic priorities, and targets. Additional in-depth discussions on selected sustainability topics take place as required.

Within the Executive Board, the Dorsch Global COO has overall responsibility for ensuring that sustainability considerations are integrated into strategic planning and risk management. In 2025, the Executive Board, together with the Executive Committee and regional leadership, conducted a structured strategy review. Each region’s strategic focus and sustainability priorities were integrated, along with considerations of risk exposure relating to selected IROs, such as those regarding the training and skill development of our own workforce. Decisions on major transactions precede detailed due diligence processes led by the responsible Executive Board member, Global Function Leads, and, if required, external advisors.

Sustainability governance



GDR-P

Our approach to human rights

Grounded in our core values, our Human Rights Policy and Code of Conduct reflect our commitment to respecting the rights and dignity of all individuals and integrating human rights considerations into our daily business decisions.

Our **Human Rights Policy** applies to all employees and business partners worldwide. Dorsch Global is steadfast in its commitment to respecting and upholding the International Bill of Human Rights and the International Labour Organization’s (ILO) Core Labour Rights Conventions. We also follow the principles outlined by the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multi-national Enterprises on Responsible Business Conduct. In the event of a contradiction between local laws and international standards, Dorsch Global complies with the more stringent standard.

To monitor our compliance with international principles and meet the obligations set forth in our policy, Dorsch Global ensures that all its employees are aware of their human rights responsibilities, such as through the Dorsch Global Code of Conduct employee training. Our **Code of Conduct** explicitly addresses equal opportunities including anti-discrimination, human rights, diversity and equity, and anti-harassment, and unequivocally covers anti-discrimination on the grounds of colour, age, sex, sexual orientation, gender identity, disability, religion, ethnicity, citizenship, marital or familial status, and other protected categories.

Dorsch Global is dedicated to creating an inclusive workplace where all employees feel respected, valued, and empowered.

In addition, the **Dorsch Integrity Line**, our whistleblowing system, is available through our website in multiple languages. This secure, third party-operated platform enables our workforce, value chain workers, and any other stakeholders to confidentially and anonymously report concerns, including those related to human rights, labour rights, harassment, or health and safety. All reports are promptly reviewed by Dorsch Global Compliance, with follow-up actions defined according to our **Compliance Case Management and Investigation Procedure**.

Additional details on the content and scope of referenced policies are stated in GDR-P in the [Annex](#).

GOV-2
Integration of sustainability-related performance in incentive schemes

Sustainability-related performance aspects are currently not part of the incentive schemes of Dorsch Global's Executive Board.

GOV-3
Statement on due diligence

Core elements of due diligence	Applicable disclosures in the Sustainability Report
a) Embedding due diligence in governance, strategy, and business model	Dorsch Global Compliance oversees the integration of due diligence and pre-contractual screenings, further detailed in S2 and G1. ESRS 2 explains material sustainability topics and DMA outcomes in alignment with the overall business strategy.
b) Engaging with affected stakeholders in all key steps of due diligence	Stakeholder engagement is reported under ESRS 2 SBM-2, and their involvement in our DMA under ESRS 2 IRO-1. S1-2 and S2-2 provide further details regarding stakeholder engagement.
c) Identifying and assessing adverse impacts	The process of identifying and assessing adverse impacts is described under ESRS 2 IRO-1, while the actual material negative impacts are disclosed in the topical ESRS chapters.
d) Taking actions to address those adverse impacts	S1-3, S2-3, and G1-2 include details on actions to address (adverse) material impacts. These include details on our business partner due diligence and pre-contractual screenings and efforts to ensure adherence to our Code of Conduct for Business Partners.
e) Tracking the effectiveness of these efforts and our communication	S1, G1-3, and G1-4 include details on key metrics and targets.

GOV-4

Risk management and internal controls over sustainability reporting

In 2025, Dorsch Global developed and implemented a company-wide internal control system (ICS) alongside a dedicated risk assessment process for sustainability reporting. These aim to ensure the proper execution of sustainability disclosures in accordance with decisions made by the Dorsch Global Executive Board. The risk assessment, which is reviewed annually, forms the basis for all decisions related to relevant risks and guides the prioritisation of corrective measures.

The ICS applies to all quantitative data sourced from Dorsch Global companies required for CSRD disclosures. The scope of the ICS also extends to ESG-related data sourced from across the value chain, including from suppliers (e.g., travel management tools, utility providers) and other third-party stakeholders such as landlords of offices.

To manage identified risks related to data integrity and the accuracy of estimated results, Dorsch Global established clear governance structures and robust controls. The Global Sustainability Team maintains a single company-wide data model with standardised key terms and formulas. Data is collected via a dedicated software platform to support data integrity. In addition, accounting principles in line with ESRS have been adopted to meet the qualitative characteristics of information and present judgement, measurement, and outcome uncertainty transparently, as further outlined in the [Annex](#).

Our ICS is built on six core components



Control environment

The control environment forms the foundation of the ICS for sustainability reporting. It is rooted in our corporate culture and defined roles and responsibilities. Our ethical standards are anchored in the Dorsch Global Code of Conduct. Oversight of the control environment and sustainability reporting process is exercised by the Dorsch Global Executive Board.



ICS objectives

Our ICS objectives are based on regulatory requirements and strategy, covering legal compliance, stakeholder engagement, reporting criteria, and materiality analysis while ensuring transparency, scalability, accountability, and data integrity in sustainability disclosures.



Risk assessment and management

Multiple stakeholders are involved in qualitative risk identification and assessment, including the COO, IT, Compliance, Sustainability, and Governance. For each identified risk event, its likelihood and impact are considered.



Control actions

Control actions are embedded across all data processing steps and our broader sustainability management to ensure risks are effectively managed in line with our ICS objectives. Our controls encompass preventive measures designed to avoid errors, detective controls to identify irregularities, corrective actions to address and resolve issues, and directive controls that establish clear procedures. Defined roles structure how data is reported and validated, supported by data quality features.



Information and communication

Regular stakeholder engagement, knowledge transfer, clearly defined reporting roles and responsibilities, executive communication, and reporting processes support information and communication. Quarterly and annual data quality reviews help us continuously improve data quality and reduce the likelihood of errors and omissions.



Monitoring and continuous improvement

Dorsch Global monitors the need for adjustments should its risk, regulatory, or economic environment demand so. Internal reviews are conducted regularly to ensure the ongoing improvement of the ICS.

SBM-2

Interests and views of our stakeholders

The Dorsch Global Executive Board is informed about the views and interests of key affected stakeholders regarding our material IROs through various channels.

Stakeholder group	Reasons for engagement	Key interests/ sustainability topics	Engagement channels and mechanisms	Consideration of views in strategy and decision making
Employees and workers' representatives	To attract, develop, and retain skilled and committed employees, ensure fair working conditions, and foster a safe, inclusive, and motivating workplace that supports long-term organisational performance.	<ul style="list-style-type: none"> - Fair working conditions - Training and skills development - Diversity and inclusion - Health and safety - Work-life balance - Employee satisfaction 	<ul style="list-style-type: none"> - Engagement surveys - Annual performance reviews - Internal communication channels - Health and safety delegates - Exchanges with workers' representatives - DMA - For more details, please refer to S1-2 	Informs policies, training, and well-being programmes, as well as DMA results. Results are reviewed by management to integrate necessary updates.
Clients	To collaborate on delivering high-quality, ethical, and sustainable solutions that meet client expectations and contribute to shared value creation and innovation.	<ul style="list-style-type: none"> - Climate change mitigation and adaptation - Energy efficiency and transition - Water and marine resource management - Biodiversity protection - Health and safety - Fair labour conditions - Business ethics and integrity - Data privacy and information security 	<ul style="list-style-type: none"> - Client meetings - Project meetings - Website - Participation in client and industry events - End-of-project reviews - Complaint and feedback systems 	Guides quality management, project team development, and innovation.
Business partners	To collaborate on client project delivery while promoting responsible business conduct, transparency, and continuous improvement across the value chain.	<ul style="list-style-type: none"> - Ethical business conduct - Human rights and labour conditions - Corruption and bribery prevention - Whistleblower protection - Health and safety 	<ul style="list-style-type: none"> - Tenders - Pre-bid and project meetings - Website 	Informs adjustments to our business partner due diligence processes and guides improvement for project delivery and quality management.
Industry associations	The consideration of business models and industry specifics in dialogue with clients, politicians, citizens, and civil society. Engagement supports policy alignment, the development of industry standards, and knowledge exchange.	<ul style="list-style-type: none"> - Climate change mitigation and adaptation - Transparency - Advocacy and regulatory alignment 	<ul style="list-style-type: none"> - Conferences - Dedicated working groups - Knowledge transfers 	Information regarding tendering and project delivery processes.
Banks and regulators	To maintain trust, compliance, and transparency with financial and regulatory stakeholders, ensuring our governance and reporting meet evolving legal and market expectations.	<ul style="list-style-type: none"> - Climate mitigation and adaptation - Corporate governance and ethical conduct - Transparency and anti corruption - Legal compliance 	<ul style="list-style-type: none"> - Regulatory reporting - Financial audits - Participation in industry consultations 	Regulatory expectations shape our CMS, risk management, and reporting practices to align with applicable laws.

SBM-3

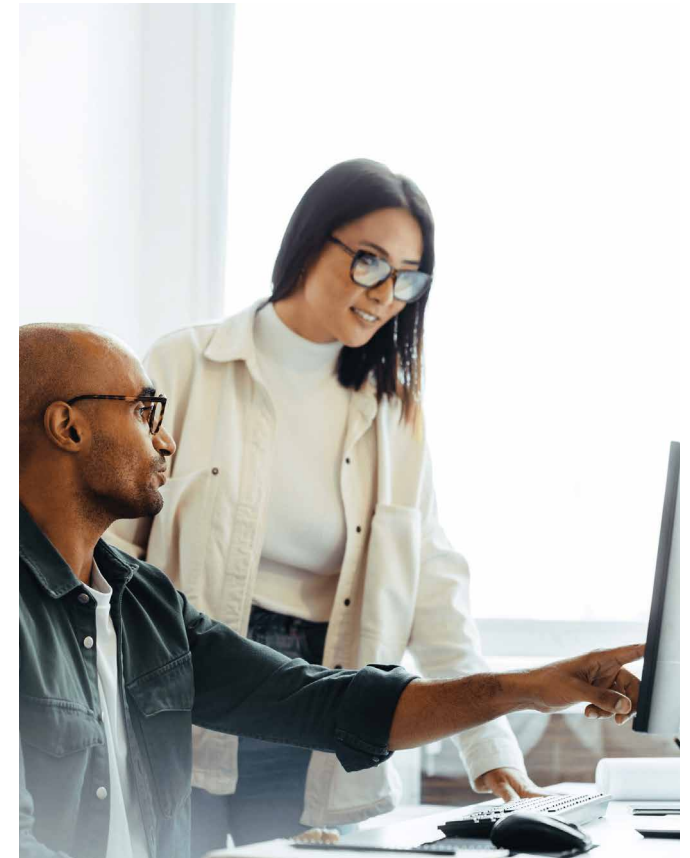
Interaction of material IROs with strategy and business model, and financial effects

The outcomes of Dorsch Global's DMA are well aligned with the company's strategy, operating model, and value chain. As a globally active engineering and consulting company, Dorsch Global's most significant impacts and opportunities arise through its client projects in the areas of mobility, energy, water, urbanisation, architecture and buildings, and environment and society. Our projects contribute to sustainable development while also presenting positive and negative effects across environmental and social dimensions. These impacts primarily originate from project design and delivery within complex value chains, which influence the company's strategic priorities and operational decisions. Dorsch Global addresses these through its sustainability framework, governance structures, and project management processes, ensuring that material IROs are systematically integrated into decision making and value creation. Further details are outlined in > "Environmental impacts in our client projects".

For our own operations, the DMA confirmed the importance of climate change mitigation and health and safety, as well as the well-being of our own workforce and value chain workers, ethical business conduct, and corporate culture.

Dorsch Global's most significant impacts and opportunities arise through its client projects.

All material IROs are summarised in the table below. Material IROs, and their interactions with our business model and strategy, are outlined in the respective topical standards. No fundamental changes in our overall strategy or business model are expected as a result of the IROs identified. Our existing strategic direction continues to provide a sound framework for addressing sustainability-related IROs.



IRO-2

Material impacts, risks and opportunities

IRO description	IRO	Nature of IRO	Location in the value chain
Climate change adaptation (client projects)			
Integrating climate resilience into the design of new construction and urban planning helps buildings and infrastructure withstand and adapt to extreme weather and changing environmental conditions, supporting resilient communities, ecosystems, and economies.	I	O+	∨
Implementing sustainable water management projects, such as flood protection, efficient irrigation, and water conservation, enhances community and ecosystem resilience, supports adaptation to changing precipitation and extreme weather, and strengthens food security.	I	O+	∨
Through maintenance and facility management, Dorsch Global helps ensure buildings and infrastructure can adapt to climate change using sustainable and resilient solutions, strengthening community, ecosystem, and economic resilience.	I	O+	∨
Failing to consider climate risks and adaptation measures in projects can result in outcomes that are unfit for future climate conditions, leading to higher adaptation costs, project delays, or even unusable infrastructure.	I	O-	∨
Demonstrating expertise in climate change adaptation can differentiate Dorsch Global in the market. Demand for projects in climate change adaptation may increase, posing a business opportunity for Dorsch Global.	O		∨
Climate change mitigation (client projects)			
Implementing and promoting energy-efficient technologies and practices in project design, operation, and maintenance reduce energy consumption, enhance asset performance, and lowers carbon emissions, thereby mitigating climate change impacts.	I	O+	∨
Rising regulatory and stakeholder demands for climate change mitigation in facilities, plants, and project design create new business opportunities. Dorsch Global is well positioned to support its clients with effective mitigation solutions.	O		∨
Climate change mitigation (own operations)			
Impact of business activities, including travel and operations, on GHG emissions and climate change.	I	●-	OO
Reduction of GHG emissions in own operations, e.g. when offering alternative, more climate-friendly solutions such subsidies for public transportation.	I	O+	OO
Energy (client projects)			
High energy use in projects, especially when dependent on fossil fuels for operations, construction, transport, or material procurement, generates significant GHG emissions, contributing to climate change and its associated impacts.	I	●-	∨
Dorsch Global enhances energy efficiency and optimises operations through sustainable planning and implementation. By guiding clients on renewable energy, efficient technologies, smart energy management, and energy-saving initiatives, Dorsch helps reduce energy use, lower fossil fuel reliance, and advance decarbonisation.	I	O+	∨
The growing demand for energy efficiency has led to an increased need for energy efficiency-related projects/programmes, presenting a business opportunity for Dorsch Global.	O		∨
Pollution of water (client projects)			
Inadequate consideration of water pollution in Dorsch Global's projects can increase contamination risks, harming human health and the environment.	I	O-	∨
During construction supervision, insufficient management of on-site chemicals may lead to surface or groundwater contamination.	I	O-	∨
Through its water projects, Dorsch Global can reduce pollution by implementing advanced wastewater treatment technologies and facilities that effectively remove harmful substances before discharge.	I	O+	∨
Rising concern over water pollution creates a strong business opportunity for Dorsch Global, particularly in water treatment projects, as industries and communities increasingly seek effective solutions to improve water quality.	O		∨
Climate change is intensifying challenges to water availability and quality, creating opportunities for Dorsch Global to develop projects that enhance efficient water use and management. Rising demand for Environmental and Social Impact Assessments underscores the focus on sustainable water practices.	O		∨
Pollution of soil (client projects)			
During construction supervision, inadequate management of on-site chemicals can cause soil contamination, posing environmental and health risks.	I	O+	∨

IRO-2

Material impacts, risks and opportunities

IRO description	IRO	Nature of IRO	Location in the value chain
Water consumption (client projects)			
Engaging in projects regarding innovative water management solutions may reduce water consumption in designed plants and/or infrastructure projects.	I	O+	∨
Water discharge (client projects)			
Designing effective treatment processes for water discharge helps remove pollutants and ensures released water meets or exceeds environmental standards.	I	O+	∨
Direct impact driver of biodiversity loss: Land-use change, freshwater-use change, and sea-use change (client projects)			
Poorly managed land-use or freshwater-use changes in client projects can cause habitat loss, ecosystem fragmentation, and water scarcity or quality issues.	I	O-	∨
Integrating sustainable land, freshwater, and sea-use practices into project design enables innovative, low-impact solutions that protect biodiversity.	O		∨
Impacts and dependencies on ecosystem services (client projects)			
Infrastructure development may disrupt natural habitats, displacing flora and fauna and reducing essential ecosystem services.	I	O-	∨
By conducting Environmental and Social Impact Assessments, Dorsch Global supports informed client decisions and the adoption of environmentally responsible solutions that mitigate ecosystem impacts.	I	O+	∨
Positioning Dorsch Global as a leader in ecologically sustainable infrastructure can attract new clients and strengthen its reputation for environmentally conscious project delivery.	O		∨
Waste (client projects)			
Through sustainable construction practices, waste reduction, and effective waste management, Dorsch Global can minimise environmental harm at the project level.	I	O+	∨
Health and safety of own workforce (own operations)			
Work-related accidents and health risks, especially for employees and non-employees on construction sites or during business travel.	I	●-	OO
Reduction in work-related injuries and improved workplace safety through effective safety protocols and employee health programmes.	I	O+	OO
Work-life balance of own workforce (own operations)			
Enhanced job satisfaction and employee morale resulting from flexible work time schemes.	I	O+	OO
A strong work-life balance policy, including remote work, enhances workforce satisfaction, boosts retention, reduces recruitment costs, and attracts top talent.	O		OO
Training and skill development of own workforce (own operations)			
Increased workforce competence and empowering disadvantaged communities by investing in skills and training, opening up the range of job opportunities and stabilising income sources.	I	O+	OO
Reduced productivity, higher staff turnover, and diminished competitiveness and profitability resulting from insufficient prioritisation of training and skills development.	R		OO
Enhanced workforce competence, innovation, project quality, and operational efficiency due to investment in training, leading to higher retention, talent attraction, and reduced recruitment costs.	O		OO
Employee satisfaction (own operations, entity specific)*			
Prioritising employee satisfaction creates a positive work environment, leading to increased job fulfillment, reduced stress, better work-life balance and mental well-being.	I	O+	OO
Corporate responsibility (own operations, entity specific)			
Effective sustainability management minimises Dorsch Global's potential adverse effects stemming from its economic activity.	I	O+	OO
Enhanced reputation as a responsible and sustainable company due to effective corporate responsibility management can attract more projects, clients, and public funding opportunities.	O		OO
Diversity of own workforce (own operations)			
Enhanced project outcomes and client satisfaction resulting from prioritising diversity and attracting talent from diverse backgrounds.	O		OO

IRO-2

Material impacts, risks and opportunities

IRO description	IRO	Nature of IRO	Location in the value chain
Working conditions of workers in the value chain (own operations)			
Exploitation of workers in the value chain due to precarious employment arrangements, and the failure to ensure fair and living wages.	I	O -	∨
Other work-related rights of workers in the value chain (client projects)			
Neglecting work-related rights (e.g., concerning child or forced labour, housing, sanitation, or privacy) during construction or facility management can cause regulatory breaches, health and safety risks, and social injustice for vulnerable groups.	I	O -	∨
Customer satisfaction (entity specific)*			
Strong customer satisfaction enhances retention, loyalty, and positive word-of-mouth, driving sustained revenue growth and long-term market success.	O		OO ∨
Corporate culture (own operations)			
A strong corporate culture can lead to more open communication about misconduct and policy breaches, in turn supporting employee satisfaction and trust.	I	O +	OO
Protection of whistleblowers (client projects, entity specific)			
Promoting a whistleblower-friendly environment at the project level fosters ethical conduct, transparency, and worker well-being by enabling concerns to be raised and addressed without fear of retaliation.	I	O +	∨
Corruption and bribery (own operations)			
Well-founded anti-corruption and anti-bribery prevention and detection systems can contribute to fair competition and responsible business practices, which supports economic growth and prosperity.	I	O +	OO
Crisis management (own operations, entity specific)*			
Mismanagement of crises or emergencies, leading to reduced employee safety, lower satisfaction, and diminished organisational resilience.	I	O -	OO
Extended operational disruption and financial losses due to inadequate crisis management on a global level.	R		OO
Enhanced resilience, minimised financial impacts, preserved brand value, and reduced operational disruptions due to well-prepared crisis management team.	O		OO
Crisis management (client projects, entity specific)*			
Effective crisis management at the project level minimises disruptions, safeguards revenues, and supports profitability. It strengthens project resilience, mitigates financial risks for Dorsch Global and its clients, and enhances stakeholder trust, reputation, and future business opportunities.	O		∨
Digitisation (own operations, entity specific)*			
Higher exposure to cyber-attacks due to greater dependence on digital infrastructure.	R		OO
Digitisation (including AI) can lead to operational efficiency, reducing costs associated with manual processes, paperwork, and resource-intensive tasks.	O		OO
Overreliance on digital tools and AI may create vulnerabilities. Technical glitches, system failures, or cybersecurity threats could disrupt operations, affecting productivity and leading to financial losses.	R		OO
The digitisation of processes introduces cybersecurity risks, including the potential for data breaches, which can have negative impacts on the economy and society.	I	O -	OO
Digitisation (client projects, entity specific)*			
The digitalisation of processes at the project level can lead to increased efficiency, added value, and positive impacts on the environment.	I	O +	∨

* For the 2025 reporting year, Dorsch Global applied the phase in provisions under ESRS 1 for certain entity-specific disclosures. Pending the anticipated amendments to the ESRS framework under the EU Omnibus procedure, Dorsch Global plans to integrate all material entity specific disclosures progressively, in line with ESRS 1 paragraph 120 and within the permitted phase in period.

Current and anticipated financial effects of material risks and opportunities

During the reporting year, no events associated with our identified material risks and opportunities occurred that had a significant effect on our current financial position, financial performance, cash flows, or net assets. We do not expect any significant changes or risks relating to material adjustments in the upcoming reporting period.

At this stage, we do not disclose the anticipated financial effects of material risks and opportunities, applying phase-in provisions. We continue enhancing our assessment processes to enable more detailed financial quantification in future reporting periods.

Dorsch Global's diversified geographic footprint and balanced portfolio of engineering and consulting services provide a high degree of resilience against market volatility and regional disruptions.

Resilience of strategy and business model regarding material risks

Our overall risk management approach ensures that global developments, including macroeconomic shifts and geopolitical volatility, are continuously monitored and integrated into our

strategic decisions and daily operations. Dorsch Global's diversified geographic footprint and balanced portfolio of engineering and consulting services provide a high degree of resilience against market volatility and regional disruptions. Our presence across multiple regions, next to the strategic development of new geo-markets and market sectors, also mitigates exposure to single market downturns.

Dorsch Global's approach to risk management and organisational resilience integrates workforce development, digital transformation, and responsible business conduct as core enablers of long-term value creation. Maintaining a skilled, adaptable, and ethically governed workforce is essential to sustaining competitiveness and fulfilling our strategic objectives. The resilience of Dorsch Global's strategy and business model in relation to the identified risks has been assessed as part of the DMA, with time horizons considered on a short-, medium-, and long-term scale.

Recognising the material risk of failure to ensure the **training** and continuous professional development of our workforce, Dorsch Global prioritises comprehensive training to sustain competitiveness, as outlined in > S1-12. In addition, Dorsch Global acknowledges that unexpected events could cause operational disruptions and financial impacts. Our existing governance and communication channels enable timely escalation and coordinated responses to significant incidents. We remain

committed to progressively strengthening our **crisis preparedness** and response capabilities as part of our broader risk management approach.

With its increasing reliance on **digital infrastructure**, Dorsch Global recognises its heightened exposure to cyber threats. The company maintains secure IT environments, applies access controls, and promotes employee awareness of cybersecurity practices. Continuous monitoring and improvements to digital safeguards support the protection of critical systems and data integrity. Dorsch Global also recognises that growing dependence on digital tools and artificial intelligence may introduce operational vulnerabilities. To mitigate these risks, the company promotes a balanced approach to digitalisation, ensuring that human oversight and fallback procedures are maintained.

The findings from our regular risk assessments conducted in line with the German Supply Chain Due Diligence Act (LkSG) across all Dorsch Global companies inform the definition of corrective actions and are embedded in our corporate decision making processes. Appropriate measures are in place to identify, assess, prevent, and mitigate human rights and environmental risks in accordance with the LkSG's requirements. Dorsch Global remains committed to continuously strengthening its risk-based due diligence processes, supported by regular monitoring, documentation, and reporting.

IRO-1

Double materiality assessment (DMA)

We follow a structured DMA process to identify and evaluate our actual and potential IROs across our own operations and upstream and downstream value chains. This method aligns with the methodological guidance issued by EFRAG (December 2023). The DMA is informed by and integrated with Dorsch Global's sustainability due diligence process.

1 Stakeholder identification

To ensure a diversity of perspectives and the adequate consideration of topics, Dorsch Global defined relevant stakeholder groups and their appropriate modes of engagement. Two primary stakeholder groups were identified – notably, some may belong to both groups:

- **Affected stakeholders**, whose interests are or could be positively or negatively impacted by our activities and value chain (management, employees, clients, and suppliers and service providers).
- **Users of sustainability statements** with an interest in operations and performance (banks, investors, civil society, and regulators).

Given Dorsch Global's structure across multiple countries and regulatory environments, stakeholders from diverse geographies, companies, roles, seniority levels, and academic backgrounds were included for comprehensive representation.

To streamline the process, Dorsch Global adopted a proxy approach for external stakeholders. Internal stakeholders closely aligned with external groups – i.e., engaging closely and regularly with them – represented their perspectives.

2 Topical longlist

An extensive longlist was developed based on 2023 ESRS 1 AR16 and a 360° topic analysis based on internal documentation, external frameworks (ESRS topical standards, GRI, SDGs), and peer benchmarking, conducted by an external advisor. Pre-selected topics were then refined to determine the appropriate level of granularity and additional entity-specific topics.

3 Topical shortlist

Stakeholders individually rated 92 longlisted topics on a scale from 10 to 50 (low to high relevance), with final ratings agreed upon in plenary discussions. Given the significance of client projects in determining Dorsch Global's impacts, the assessments differentiated between our own operations and client project delivery services. To ensure an unbiased process, the threshold for determining which topics would proceed, and thus be potentially material, was set afterwards, resulting in 50 shortlisted topics. A total of 42 longlisted topics, such as animal welfare, political engagement and lobbying activities, and the social inclusion of consumers and/or end users, were not shortlisted.

4 Impact assessment

Participants evaluated each shortlisted topic against the criteria of likelihood and severity (scale, scope, and irremediability) on a scale from one to five. The geographic dimension of impacts was considered to capture differences in exposure and relevance across local, regional, and global contexts. For human rights impacts, severity was given precedence over likelihood. Stakeholders refined and added further. Combining severity and likelihood, each topic was rated on a 25-point scale. The assessment explicitly considered prevention, mitigation, and remediation measures; where effective controls reduced exposure, likelihood scores were adjusted downwards. Where impacts remained unmanaged or systemic, severity remained high.

5 Risk and opportunity assessment

The impact assessment approach was also followed for the risk and opportunity assessment by quantifying both likelihood and financial magnitude.

6 Materiality assessment

The DMA applied a framework with a maximum score of 25 points. Following a structured scenario analysis, a threshold of 12 was established to identify topics considered material. The threshold was validated through consultation with the Executive Board and region CEOs to ensure material topics reflect both strategic relevance and stakeholder expectations.

IRO-2

Material IROs and disclosure requirements in the Sustainability Report

For each material topical standard – E1 Climate Change, S1 Own Workforce, S2 Workers in the Value Chain, and G1 Business Conduct – the tables presented in each chapter provide details on material IROs. They also include information about the policies, actions, metrics, and targets through which the IROs are addressed. The tables specify whether each IRO relates to our own operations or value chain, identify the impact type (positive or negative), nature (actual or potential), and time horizon. As outlined in > BP-2, entity-specific IROs are not included in the 2025 Sustainability Report, unless stated otherwise.

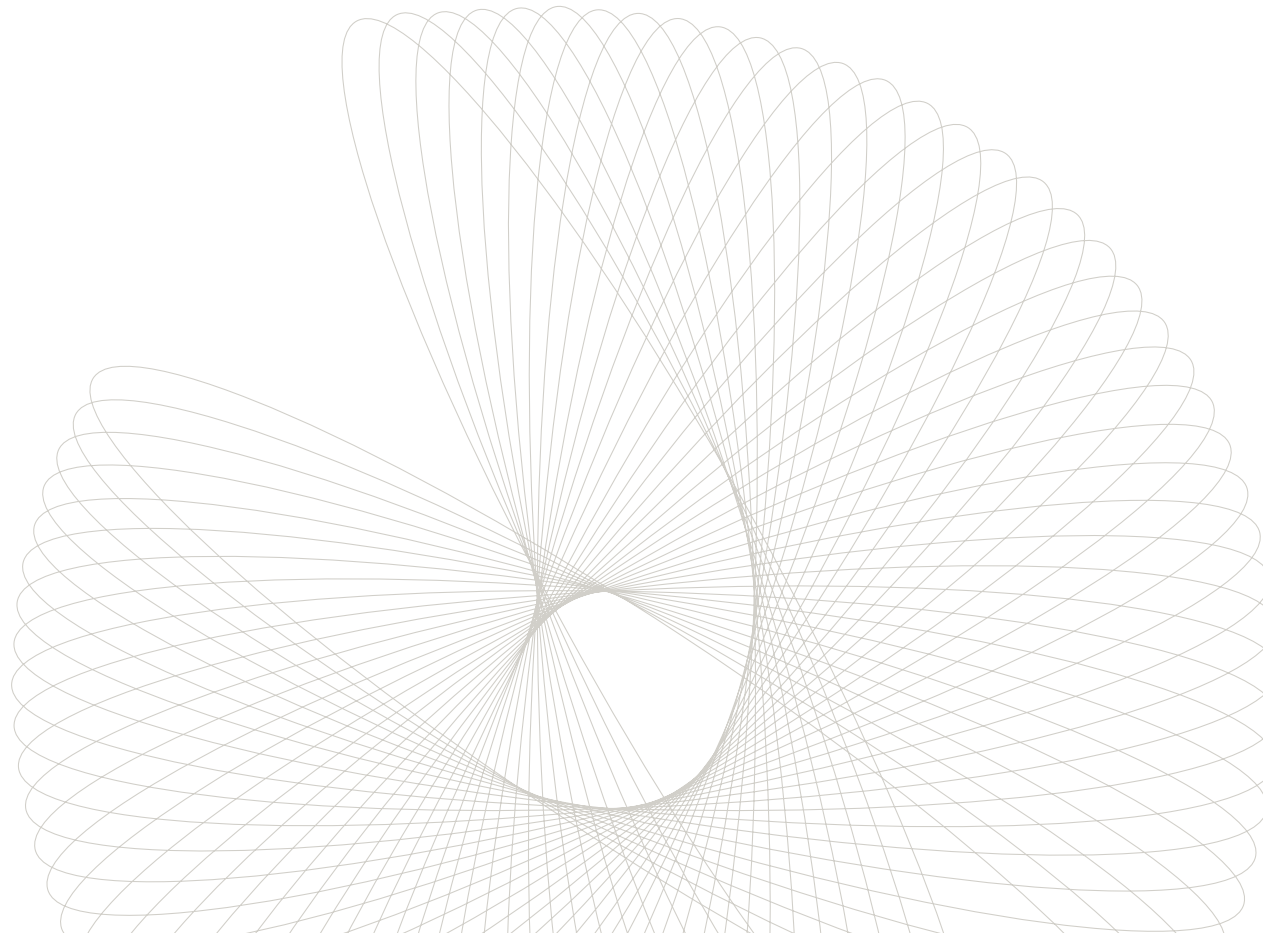
Non-material sustainability topics are those related to IROs that did not reach the materiality threshold. Accordingly, the topics in ESRS E2 Pollution, E3 Water, E4 Biodiversity and Ecosystems, E5 Resource Use and Circular Economy, S3 Affected Communities, and S4 Consumers and End-Users are not material.

A list of disclosure requirements complied with, including their location in this Sustainability Report, can be found in > table IRO-2 in the Annex.



Environment

E1 Climate change



E1 Climate change

Climate change is a defining challenge for the global economy and a central consideration for Dorsch Global’s strategy and long-term resilience. As an international engineering and consulting company, we play a dual role: managing the climate related impacts and risks within our own operations, and enabling our clients and partners to deliver the infrastructure and systems required for a low-carbon, climate-resilient future.

Our impacts, risks, and opportunities

Description	IRO	Location in the value chain	Positive/negative	Actual/potential	Time horizon	Related policies	Related actions	Related targets
Climate change mitigation (own operations)								
Impact of business activities, including travel and operations, on GHG emissions and climate change.	I	OO	-	●	>>>	Refer to E1-4	Refer to E1-5	Refer to E1-6
Reduction of GHG emissions in our own operations, e.g., when offering alternative, more climate-friendly solutions such as subsidies for public transportation.	I	OO	+	○	>>>	Refer to E1-4	Refer to E1-5	Refer to E1-6

I Impact R Risk O Opportunity OO Own operations ∨ Downstream + Positive - Negative ○ Potential ● Actual > Short term >> Medium term >>> Long term

For a description of our DMA method and process, please refer to ESRS 2 IRO-1.

E1-8

Our gross Scope 1, 2, and 3 GHG emissions

Dorsch Global’s own operations contribute to GHG emissions, such as from purchased services and employee commuting. These activities represent our main negative impact on climate change. At the same time, we recognise our ability and responsibility to generate a positive impact by systematically reducing emissions, such as through energy efficiency measures, optimised travel and commuting practices, and the gradual transition to renewable electricity. That is why in 2025, Dorsch Global initiated a comprehensive carbon accounting system across its global operations. By systematically collecting, consolidating, and verifying our GHG data, we strengthen our understanding of our carbon footprint and can ensure that future commitments are based on robust, accurate, and transparent information.

For disclosures related to environmental impacts in our client projects, please refer to page 26.

The following section presents Dorsch Global’s 2025 GHG emission balance. The key performance indicator ‘emissions per FTE’ amounts to 6.23 tCO₂e per FTE.

For Scope 2 emissions, Dorsch Global applies both location-based and market-based approaches in line with the GHG Protocol. For market-based Scope 2 accounting, we disclose the types of contractual instruments used to attribute low-carbon electricity and the associated emission factors. In the reporting year, Dorsch Global utilised renewable energy certificates in the UK, as well as supplier-specific green electricity tariffs

Gross Scope 1, 2, and 3 and total GHG emissions

	2025
Scope 1 GHG emissions (tCO₂ e)	
Gross Scope 1 GHG emissions	2,675.5
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	0
Scope 2 GHG emissions (tCO₂ e)	
Gross location-based Scope 2 GHG emissions	2,198.0
Gross market-based Scope 2 GHG emissions	1,932.4
Significant Scope 3 GHG emissions (tCO₂ e)	
Total gross indirect (Scope 3) GHG emissions	45,594.3
Sum of downstream Scope 3 emissions	27,898.9
3.1 Purchased goods and services	15,133.3
3.2 Capital goods	10,922.8
3.3 Fuel- and energy-related activities	1,842.8
Sum of upstream Scope 3 emissions	17,695.4
3.6 Business travel	6,554.4
3.7 Employee commuting	9,970.2
3.8 Upstream leased assets	642.3
3.15 Investments	528.4
Total gross GHG emissions	
Total GHG emissions (location-based)	50,467.8
Total GHG emissions (market-based)	50,202.2

in Germany. These are underpinned by Guarantees of Origin (GoO) that provide clear attribution of low-carbon supply, including transparent disclosures of the underlying methodology and emission factors. We did not enter into any power purchase agreements (PPAs).

The 2025 emission balance includes estimates where data was not available at the end of data collection. Dorsch Global will update its emission balance if adjustments lead to changes exceeding 5% of total GHG emissions. More details on our methodology, including estimations and applied emission factors, are outlined in the [Annex](#).

Accounting principles

Dorsch Global discloses its GHG emissions as tonnes of CO₂ equivalents (tCO₂e) for Scopes 1, 2, and 3, in line with ‘A Corporate Accounting and Reporting Standard’ (World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), March 2004), the ‘GHG Protocol Scope 2 Guidance’ (WRI, 2015), and the ‘Corporate Value Chain (Scope 3) Accounting and Reporting Standard’ (WRI, WBCSD, 2011). Biogenic CO₂ emissions from the combustion or biodegradation of biomass are not attributable to Dorsch Global, as we do not engage in any of these related activities. Consequently, no biogenic CO₂ emissions are reported.

E1-1, E1-5, E1-6

Transition plan and actions and targets for climate change mitigation and adaptation

Dorsch Global has not yet established a formal plan to reduce its own emissions. However, we recognise that developing such a plan is a critical component of our long-term contribution to global climate objectives, including alignment with the Paris Agreement and the EU's target of achieving climate neutrality by 2050. Following the initiation of our carbon accounting process in 2025, Dorsch Global is now building the foundation to formulate a credible and actionable transition plan. This plan will be underpinned by robust data and developed in accordance with recognised international frameworks. It will define interim and long term emission reduction targets, identify high impact emission sources within our own operations and across our value chain, and evaluate priority mitigation measures. We are currently working to improve the completeness and reliability of GHG data and strengthen the processes to monitor and verify emission performance. Dorsch Global expects to finalise its climate transition plan once a more detailed analysis of our global emissions dataset is complete, and updated regulatory expectations under the ESRS revision are available.

In addition, we continue to integrate climate considerations into our project design, engineering solutions, and own operations. Specific examples can be explored in our [2025 Sustainability Magazine](#).

E1-2

Identification of climate-related risks and scenario analysis

Dorsch Global's double materiality assessment (DMA) included a review of climate related aspects across our operations and value chain. The DMA confirmed that climate change mitigation and adaptation are material topics for Dorsch Global, given our role in designing and delivering sustainability-focused infrastructure and engineering solutions, as well as the impact of our own operations on the climate. Our assessment did not identify any material climate related risks to our business model or operations.

We further evaluated the potential exposure and sensitivity of our assets, operations, and value chain to climate related hazards and transition trends. This included our own operations, which primarily consist of leased office facilities, business travel, and a limited vehicle fleet, as well as our upstream and downstream value chains, including suppliers and project delivery partners. Dorsch Global's direct exposure to physical climate hazards is low, as our offices are located in areas with limited vulnerability to extreme weather events. While the frequency of such events is increasing, we expect any potential financial impact to remain limited due to existing insurance coverage and force majeure provisions. Regarding transition related factors, we examined potential impacts from regulatory developments, market trends, and stakeholder expectations.

At this stage, we have identified no material climate related risks to our business model or financial performance.

Given our limited asset base and low operational intensity, the overall sensitivity of Dorsch Global's business model to climate related hazards and transition events is low. Nevertheless, we recognise the importance of ongoing monitoring as climate conditions evolve.

E1-3

Resilience in relation to climate change

Dorsch Global has a strong capacity to adapt its strategy and business model to climate change. Our core expertise lies in engineering, infrastructure, and environmental consulting – areas that are central to climate change mitigation and adaptation. In the short term, we are working to enhance our data systems, governance, and internal awareness of climate related matters. Over the medium term, we plan to develop a formal transition plan to reduce our own emissions and inform strategic decision making. Over the long term, we will continue evolving our service portfolio to meet the growing demand for sustainable infrastructure, water management, and energy efficient solutions. Overall, Dorsch Global's business model is considered resilient to foreseeable climate related risks, supported by our adaptive capacity and diversified project portfolio spanning over 60 countries, with new geo-markets being strategically developed.

E1-4

Climate change mitigation and adaptation policies

Dorsch Global currently applies its Environmental Policy as the overarching framework for managing environmental and climate related matters across its operations and client projects. The policy sets out our commitment to minimising significant environmental risks and impacts. It also outlines our approach to promoting continuous improvement through innovative solutions and active risk management. Further information is found in GDR P in the [Annex](#).



E1-9

GHG removals and GHG mitigation projects financed through carbon credits

During the reporting year, Dorsch Global financed three projects beyond its value chain with the purchase of carbon credits. These compensated a total of 38.07 tCO₂e, representing 0.08% of our total GHG emissions. All carbon credits purchased and retired during the reporting year were generated by emission reduction (avoidance) projects certified under the Gold Standard. The projects listed in the table below reduce GHG emissions by improving energy efficiency, substituting fossil fuels with renewable energy, and preventing deforestation or open burning. The purchased carbon credits are not used to lower our reported gross GHG emissions for Scopes 1, 2, or 3.

Financed projects

Project location	Project type	Description	Certification standard
Nigeria	Efficient cookstoves	Distribution of energy efficient cookstoves that reduce biomass fuel use and indoor air pollution.	Gold Standard
Kenya	Biogas from cow dung	Installation of small scale biogas digesters that convert animal waste into renewable energy for cooking.	Gold Standard
India	Electricity from crop residues	Generation of renewable electricity from agricultural residues, avoiding open field burning and fossil fuel use.	Gold Standard

We recognise that the use of carbon credits should only complement, and not substitute, our emission reduction efforts. During the reporting year, all reported carbon credits we purchased were in response to specific project and client requirements. Our primary focus remains on reducing absolute emissions within our operations and value chain, with compensation used only for residual emissions that cannot yet be eliminated. We have made no public claims of GHG neutrality and will disclose any material developments in future reports.

The amount of carbon credits to be cancelled in the future is currently zero, as all credits purchased during the reporting year have already been cancelled. No credits were sourced from removal projects, either nature based (e.g., afforestation, soil carbon sequestration) or technological (e.g., direct air capture). All credits were retired, ensuring that they cannot be resold or double counted.

Carbon credits

Metric	Unit	Value
Total carbon credits cancelled (verified and retired)	tCO ₂ e	38.07
Carbon credits purchased but not yet cancelled	tCO ₂ e	0
Share of removal credits	%	0%
Certification standard	-	Gold Standard
Accounting treatment	-	Outside value chain; not deducted from gross GHG emissions

E1-10

Internal carbon pricing

At present, Dorsch Global does not apply any internal carbon pricing mechanisms.

E1-11

Anticipated financial effects from material physical and transition risks and potential climate-related opportunities

Disclosure of anticipated financial effects of material risks and opportunities required by ESRS 2 SBM-3 is subject to phase-in provisions and thus not reported for 2025.

Environmental impacts in our client projects

Climate change, water scarcity, pollution, biodiversity loss, and resource depletion are placing unprecedented pressure on communities, ecosystems, and economies worldwide. In turn, these challenges are reshaping the way we design, build, and operate infrastructure. At Dorsch Global, we see our role as helping clients respond to these challenges through integrated engineering and advisory services, resource efficient design, and resilient infrastructure solutions.

Our most significant impacts lie in our client projects

We support our clients in responding to pressing environmental issues. Our teams integrate environmental considerations across the full project lifecycle, from feasibility and design to construction supervision and operation – spanning water, energy, urbanisation, mobility, architecture and buildings, and environment and society.

Given Dorsch Global's business activities and expertise, we have determined that the company's most significant environmental impacts and opportunities primarily arise through its client projects. The relevant ESRS topics are climate change mitigation and adaptation, energy, water consumption and discharge, pollution of soil and water, direct impact drivers of biodiversity loss, ecosystem services and waste.



Our **urban development** and infrastructure planning combine data-driven analysis with smart city concepts to deliver climate-adaptive systems that minimise ecological footprints, preserve biodiversity, and enhance community resilience.



Within the **water** sector, our projects span the entire cycle, from water supply to wastewater treatment and flood management. We design solutions that safeguard human health, protect ecosystems, and bolster water security.



In **environment and society**, we combine engineering expertise, resource management, and capacity building to advance climate resilience, strengthen governance, and foster long-term economic growth.



In **energy**, we contribute to the decarbonisation of infrastructure through renewable energy integration, grid efficiency, and energy transition planning.



Our **architecture and buildings** experts create energy-efficient spaces that align with green building standards and support long-term climate adaptation.



Our **mobility** solutions enhance low-carbon transport systems that reduce congestion and air pollution while improving accessibility and quality of life in cities.

The nature and extent of these impacts depend on the project scope, client requirements, and local conditions. For the full list of client project-related IROs, see page 14.

Specific examples of our client projects can be explored in our

> *2025 Sustainability Magazine*

Dorsch Global monitors the environmental performance of its client projects, with a target to achieve zero environmental incidents that are reportable to local authorities or of a severity that results in monetary fines. Respective environmental violations or notices of violations in client projects are tracked and measured in absolute numbers. In 2025, no such environmental incidents were recorded across Dorsch Global's operations and client projects.

Beyond our Environmental Policy referenced above, Dorsch Global currently does not have additional overarching project-level policies addressing the environmental topics covered under ESRS E1–E5. Similarly, no company-wide actions or additional targets have been established specifically related to client projects. As a decentralised organisation structured around local decision-making, environmental considerations are addressed through project-level processes, close collaboration with clients and partners, and in adherence with applicable environmental standards and regulations. Given that our clients retain decision-

making authority over their project scope and requirements, Dorsch Global's ability to influence environmental outcomes is, by nature, indirect. Over the coming years, we aim to more closely examine whether additional company-wide policies, actions, and targets are required to address material IROs related to our client projects more systematically.

Limited impacts in our own operations

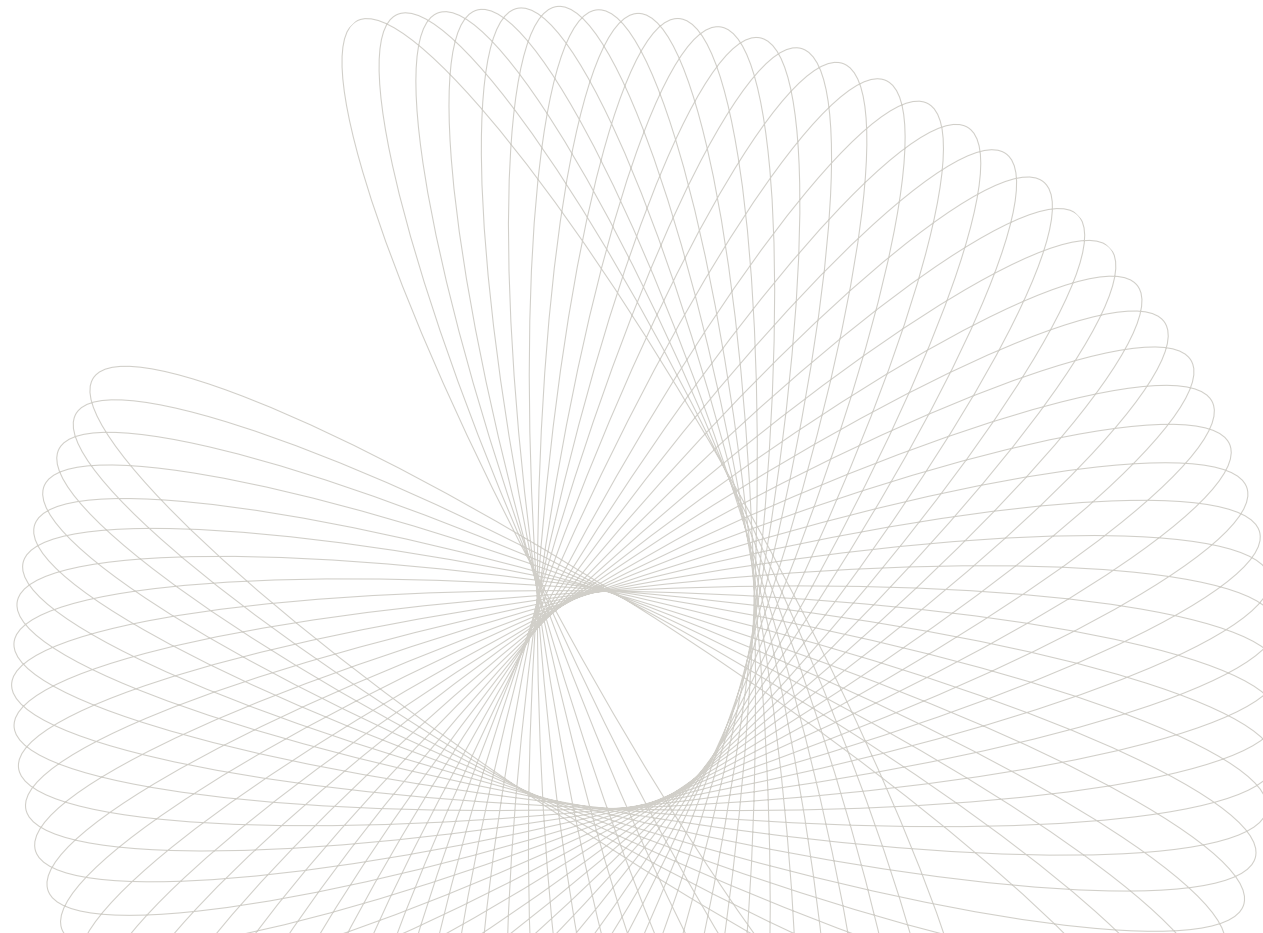
Dorsch Global's own operations have a limited environmental footprint, apart from impacts related to climate change mitigation. Our activities are mainly office-based in leased premises. Our water use is limited to sanitary and drinking purposes, and waste generation pertains to typical office waste that is managed through standard recycling and disposal systems. Dorsch Global does not own or operate production facilities, heavy machinery, or large vehicle fleets, so no material dependencies on natural resources such as land, water, or raw materials exist. In addition, as our offices are primarily located in urban environments, they have a limited impact and dependency on biodiversity. Any indirect reliance on biodiversity and nature within the supply chain is considered limited and not material. Therefore, disclosures related to our own operations are not material for ESRS E2, E3, E4, and E5. Details on our DMA process and results are provided in > *ESRS 2 IRO-1* and > *IRO-2*.



Social

S1 **Own workforce**

S2 **Workers in the
value chain**



S1 Own workforce

To maintain, develop, and grow our team, we consider health and safety, training and skills development, and work-life balance essential.

The management of impacts, risks, and opportunities related to our own workforce is central to ensuring a fair, safe, and inclusive working environment.

Our impacts, risks, and opportunities

Description	IRO	Location in the value chain	Positive/negative	Actual/potential	Time horizon	Related policies	Related actions	Related targets
Health and safety of our own workforce								
Work-related accidents and health risks, especially for employees and non-employees on construction sites or during business travel.	I	OO	-	○	>	- Health and Safety Policy	Refer to S1-3	Refer to S1-4
Reduction in work-related injuries and improved workplace safety through effective safety protocols and employee health programmes.	I	OO	+	○	>>>			
Diversity of our own workforce								
Enhanced project outcomes and client satisfaction resulting from prioritising diversity and attracting talent from diverse backgrounds.	O	OO			>>>	- Equal Opportunities Policy	Refer to S1-3	Refer to S1-4
Work-life balance of our own workforce								
Enhanced job satisfaction and employee morale resulting from flexible work time schemes.	I	OO	+	○	>>	- Working Environment Policy	Refer to S1-14	Refer to S1-4
A strong work-life balance policy, including remote work, enhances workforce satisfaction, boosts retention, reduces recruitment costs, and attracts top talent.	O	OO			>>>			
Training and skill development of our own workforce								
Increased workforce competence and empowering disadvantaged groups by investing in skills and training, opening up the range of job opportunities and stabilising income sources.	I	OO	+	○		- Employee Learning and Development Policy - Equal Opportunities Policy		
Reduced productivity, higher staff turnover, and diminished competitiveness and profitability resulting from insufficient prioritisation of training and skills development.	R	OO			>>>	- Employee Learning and Development Policy	Refer to S1-3	Refer to S1-4
Enhanced workforce competence, innovation, project quality, and operational efficiency due to investment in training, leading to higher retention and talent attraction and reduced recruitment costs.	O	OO				- Employee Learning and Development Policy		

I Impact R Risk O Opportunity OO Own operations √ Downstream + Positive - Negative ○ Potential ● Actual > Short term >> Medium term >>> Long term

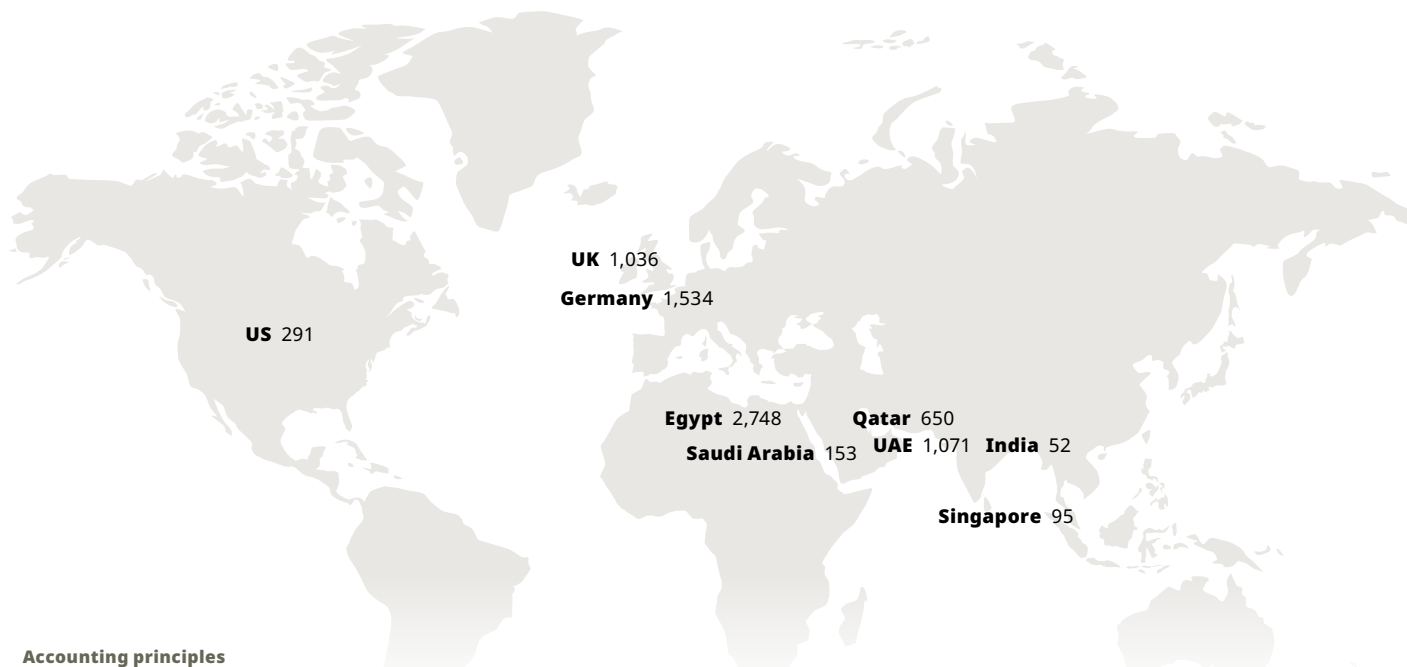
For a description of our DMA method and process, please refer to ESRS 2 IRO-1.

S1-5

Composition of our own workforce

With over 7,500 employees delivering projects across more than 60 countries, our people are the driving force behind our ability to deliver innovative, reliable, and future-oriented solutions for clients worldwide.

Headcount in countries with at least 50 employees



Accounting principles

- We use headcount as the unit of measurement for the number of employees and non-employees.
- All figures are based on internally reported data at the end of the reporting period, unless stated otherwise. The data in sections ESRS S1-5, S1-6, S1-8, S1-12, S1-13, and S1-14 was collected from all legal entities within the scope of data collection as disclosed in ESRS 2 BP-1.
- National legal definitions of employment categories (permanent, temporary, and non-guaranteed hours) were applied to each country of employment. Country-level data was then compiled using these definitions and

aggregated at the global level. In certain countries where we operate, non-guaranteed hours contracts may be considered permanent or temporary contracts, according to national law.

- A third gender category is recognised only in countries where the legal registration of a third gender is permitted. In countries where this option is not available, the 'other' category is not applicable and therefore excluded from reported data.
- For the employee turnover calculation, the number of employees who leave voluntarily or due to dismissal, retirement, or death in service is divided by the annual average employee headcount.

Our workforce by gender and employment type

	Male	Female	Other	Total
Number of employees (headcount as at December 31, 2025)	5,616	2,124	1	7,741
Number of permanent employees	5,479	2,033	1	7,513
Number of temporary employees	110	81	0	191
Number of non-guaranteed hours employees	27	10	0	37
Average number of employees during the year (headcount)				7,693
Turnover rate (in %)				26.36

S1-6

Non-employees in our own workforce

The primary group of non-employees within our workforce comprises self-employed professionals, predominantly with engineering and consultancy backgrounds. This setup is largely driven by the preference of these experts for flexible work arrangements, as well as by our need to respond efficiently to project requirements. In a limited number of countries, we may initially engage individuals through labour-supply agencies until visa procedures are finalised and they can transition to regular employment.

In 2025, the number of non-employees was 894, representing 10.35% of our workforce.

S1-1

Policies related to our own workforce

Our global policies aim to foster a workplace where our employees feel recognised, safe, and empowered to succeed, while also supporting us in managing our positive and negative impacts, as well as risks and opportunities. Our key related policies include:

- **Health and Safety Policy:** Defines our commitment and framework for health and safety management in alignment with applicable jurisdictional legislation, international standards, and recognised conventions.
- **Employee Learning and Development Policy:** Supports the development of a skilled and future-ready workforce through continuous learning and personal growth.
- **Working Environment Policy:** Sets out our commitment to providing fair, safe, and sustainable working conditions beyond legal requirements. It supports job security, healthy working hours, fair remuneration, work-life balance, and protection from harassment.
- **Equal Opportunities Policy:** Aims to create an inclusive and diverse working environment free from discrimination and harassment, as well as provide equal opportunities for all employees, regardless of their personal characteristics. It supports these aims by fostering merit-based practices, intercultural collaboration, training, accessible reporting channels, and barrier-free workplaces.

- **Work Culture Policy:** Defines the principles for an inclusive, respectful, and participatory corporate culture that promotes a fair, equal, safe, and productive working environment, enables co-determination, and institutionalises social dialogue.

Our global policies aim to foster a workplace where our employees feel recognised, safe, and empowered to succeed, while supporting us in managing our impacts, risks, and opportunities.

The above policies apply to all our employees worldwide. In addition, our Code of Conduct and Human Rights Policy address trafficking in human beings, forced, compulsory, and child labour in relation to our own workforce. For a detailed overview, please refer to [> GDR-P in the Annex](#).

S1-2

Engagement with our own workforce and workers' representatives

Dorsch Global values open dialogue and encourages its employees to share their views freely. We actively support the establishment and maintenance of platforms for social dialogue and employee engagement. Through various engagement channels, feedback is actively included in decisions related to actual and potential impacts on our workforce. Engagement typically occurs at the regional and company levels. Similarly, co-determination matters are addressed at the local level, as outlined in our Work Culture Policy.

Given our business model, people working on active construction sites are particularly vulnerable to health and safety impacts. To gain insights into their perspectives, we have established various local channels, including project-specific grievance channels, site-specific awareness sessions, inspections, and dedicated on-site personnel.

Grievance mechanisms

Dorsch Global is committed to maintaining integrity, transparency, and accountability across all levels of our organisation. We expect our employees to raise any suspected or actual breaches of laws, internal policies, or our Code of Conduct through established grievance and reporting channels.

Our grievance mechanism approach aligns with the UN Guiding Principles on Business and Human Rights, in particular Principle 29–31. It is designed to enable the early identification of adverse

impacts and prevent harm from escalating or recurring. These mechanisms are intended to be accessible, equitable, transparent, legitimate, and predictable, encouraging our workforce to raise concerns with confidence in fair and transparent processes.

Multiple reporting options are available, including through line managers, HR departments, Dorsch Global Compliance, or a designated Compliance Hotline. To further strengthen our ability to detect and address misconduct, the anonymous Dorsch Global Integrity Line is available 24/7 as described in ESRS 2 GDR-P.

We assess the effectiveness of our grievance and remedy processes through several mechanisms:

- **Confidential case management:** Each report is reviewed and addressed proportionately, with defined response times.
- **Ongoing communication and follow up:** Through the Integrity Line’s secure messaging system, whistleblowers can communicate safely with Dorsch Global Compliance.
- **Tracking and monitoring:** All cases are logged and monitored to ensure timely resolution and identify any systemic issues.

- **Continuous improvement:** Dorsch Global Compliance regularly reviews reported cases and outcomes to improve or policies or training where needed. The investigation outcomes are reported to the Executive Board, including any corrective measures taken.

- **Non-retaliation assurance:** We do not tolerate intimidation or retaliation against anyone who raises a concern or cooperates in an investigation. Retaliation may result in disciplinary action, as it is not only contrary to our core values but also undermines the culture of openness we seek to uphold.

Dorsch Global fully cooperates in any remedial measures. If material negative impacts on people in our own workforce are identified, we take remedial measures in line with local regulations and applicable laws. As described in [ESRS 2 GDR-P](#), as part of our Human Rights Policy, we are committed to providing or contributing to remedies for any adverse human rights impacts directly linked to our operations, including collaborations with our business partners.

Our engagement channels

Format	Objective	Frequency
Employee surveys	<ul style="list-style-type: none"> - Determine areas for improvement and mitigation approaches - Address specific needs - Inform future initiatives - Improve retention and engagement 	Varies from ad hoc to annually and bi-annually
Townhall meetings	<ul style="list-style-type: none"> - Create an open forum for employees to directly engage with management - Inform about strategic and operational priorities - Address concerns or questions 	Varies from quarterly to bi-annually
Feedback and grievance mechanism channels	<ul style="list-style-type: none"> - Open and anonymous feedback channels to promote transparent communication - Supports resolution and continuous improvement - More information is provided in S1-2 and ESRS 2 	Ongoing
Workers’ representatives¹	<ul style="list-style-type: none"> - Facilitate open communication between management and employees - Address workplace concerns 	Varies from ad hoc to quarterly, based on needs
Company and team events	<ul style="list-style-type: none"> - Reinforce our company culture and shared purpose - Build trust and celebrate milestones and accomplishments 	Ongoing

¹ Dorsch Global respects the legal differences on workers’ councils’ rights in the jurisdictions in which we operate in. Engagement with workers representative is conducted in accordance with local laws.

S1-3

Our actions

Health and safety

Dorsch Global places the health, safety, and well-being of our people at the core of everything we do. While much of our work is office based, our engineering and consultancy roles often involve activities on clients’ sites and business travel, which carry risks of work-related accidents. Protecting our people is both our clearest measure of success and the foundation for delivering excellence to clients worldwide. To address these impacts, each region maintains health and safety programmes and training for all employees, alongside targeted preventive and protective actions.

The **UK** core health and safety framework operates through mandatory training for all employees and annual safety audits, both of which continued throughout 2025 as central pillars of accident prevention. A review of the health and safety training content and frequency is expected to conclude in June 2026.

IC expanded its capabilities by hiring two dedicated health and safety officers to support site teams across projects, improving early hazard detection and preventive practice consistency. We also started implementing an updated travel safety process for both employees and non-employees, which will be completed in 2026.

The **US** enhanced its travel safety practices and structured incident reporting, including encouraging proactive near-miss reporting and follow-up processes based on trends, audit findings, and lessons learned. Additional focus was placed

on managing risks across office, remote, and site environments through hazard assessments, training, emergency preparedness, and client-specific safety measures to strengthen employee protection and safety culture.

Europe maintained a strong focus on employee health, well-being, and safety through regular Occupational Safety Committee meetings that promote hazard awareness and preventive action. Holistic well-being is supported through company sports and corporate fitness programmes.

In **MEAA**, regular leadership safety walkthroughs and more frequent documented health and safety inspections drove timely risk mitigation. Routine health and safety training and audits improved compliance with local and international standards. Targeted health and safety campaigns to improve project overall health and safety performance, shared incident lessons, and health awareness sessions, along with on-site medical check-ups with accredited hospitals, further reinforced safe work practices and employee well-being.

We monitor the effectiveness of these actions through internal reporting and feedback mechanisms, including the level of training delivered, performance against our health and safety targets, accident rate, and days lost rate. The actions are designed to strengthen our safety culture, ensure compliance, and protect our employees. They boost emergency preparedness, reduce injuries, and enhance safety capabilities, particularly in high-risk roles.

S1-13

Health and safety metrics

		2025
Number of recordable work-related accidents	Employees	34
	Non-employees	0
Rate of recordable work-related accidents	Employees	2.54
	Non-employees	0
Number of fatalities from record-able work-related accidents	Employees	0
	Non-employees	0
	Other workers on Dorsch Global sites that are not part of our own workforce	0
Number of fatalities from work-related ill health among our employees		0
Number of days lost to work-related accidents and work-related ill health of employees		459
Employees covered by an occupational health and safety management system (%)		100

Accounting principles

- Coverage of the occupational health and safety management system is calculated on a headcount basis, not a full time equivalent basis.
- The rates of work related accidents are calculated as the number of recorded cases divided by the total hours worked by employees and non-employees respectively, multiplied by 1,000,000. The final figures represent the number of cases per one million hours worked.
- The total hours worked by employees includes regular working time as well as paid and unpaid overtime. Time off in lieu is excluded.
- Where no direct data is available, total hours worked for employees and non-employees are estimated. For employees, standard hours of work are applied, taking into account paid leave entitlements such as vacations, sick leave, and public holidays.
- Due to data protection laws, Dorsch Global has a limited ability to collect data on the number of cases of work-related ill health.
- The number of days lost includes the first full day and the last day of absence, counted in calendar days. Therefore, days on which the affected individual is not scheduled for work count as lost days.

S1-4

Targets related to our own workforce

To align with the objectives of the Dorsch Global Health and Safety Policy, the Executive Board passed perpetual, non-time-bound targets effective from January 1, 2025. They apply to all operations worldwide, including office environments and client project sites.

The following targets are absolute and measured in the number of cases:

- Zero fatalities of employees, non-employees, and other workers
- Zero reportable life-changing injuries of employees and non-employees

These targets translate our commitment to ensuring the safety and well-being of all individuals engaged in our operations. Our performance is measured through local incident management systems, aligned with local and global occupational health and safety reporting requirements. These systems provide the methodological basis for defining and monitoring the targets, including their annual review.

In 2025, Dorsch Global did not set targets for its material S1 topics other than for S1-13. As 2025 was the first year of global data collection, and to build on this baseline, Dorsch Global will define and approve sustainability-related targets during 2026-2027, aligned with the outcomes of our DMA. These targets will be disclosed once adopted, in accordance with the relevant ESRS topical standards.

S1-8

Diversity

We view diversity as a key driver of innovation, performance, and client satisfaction. By attracting talent from diverse backgrounds and fostering an inclusive environment, our company enhances its decision-making, improves project outcomes, and reinforces its reputation as a responsible and forward-looking organisation. In 2025, Dorsch Global strengthened its commitment to diversity, equity, and inclusion by becoming a signatory to the Diversity Charter (Charta der Vielfalt e.V.). This voluntary pledge expresses our dedication to promoting an appreciative and respectful working environment that values individual differences, any personal characteristics. To strengthen awareness, Dorsch Global celebrated International Women in Engineering Day, where female engineers shared what inspired them to pursue a career in engineering, along with valuable advice for future generations.

Diversity of our top management

Dorsch Global defines its top management as its management body and the two levels directly below it:

- The Dorsch Global Executive Board ('management body')
- The management boards of the five Dorsch Global regions
- The managing directors of companies

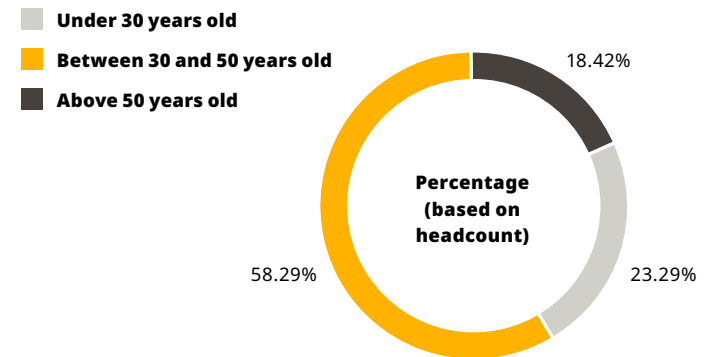
We recognise that achieving gender balance remains a key challenge and is a crucial component of fostering an equitable and inclusive workplace.

Diversity metrics

	Headcount of top management members	Percentage
Female	11	11.96%
Male	81	88.04%
Total	92	100%

- For the purposes of this metric, an individual serving as managing director for multiple companies is counted only once.

Age distribution of our own workforce



The age distribution of our employees reflects a diverse mix of experience levels and generational perspectives, which support knowledge transfer, succession planning, and our long-term organisational resilience.

S1-12

Training and skills development

Continuous learning and professional development are essential to maintaining a skilled, motivated, and future-ready workforce, which is why we invest in structured learning systems, competency-based development, and inclusive training opportunities. These measures help employees build their technical and leadership capabilities aligned with business needs and personal growth objectives.

Across **Dorsch MEAA**, 2025 saw a renewed focus on empowering HR teams through dynamic training, from leveraging AI tools to regulatory standards and the employee life cycle. Alongside existing professional development through technical and professional certifications, the ECG Engineering Consultants Group (ECG) established an internal trainers' pool to leverage in-house expertise. A new learning management system is planned for 2026 to enhance structured learning delivery, monitoring, and continuous skills development across the region.

Dorsch IC launched Impact Academies, a weekly peer-learning format covering new tools and methods, along with technical and project delivery topics to foster knowledge sharing and collaboration. Cross-functional working groups on sustainability, gender and diversity, and mentoring were established to promote learning beyond technical skills, further embedding sustainability, inclusion, and collaboration into our organisational culture.

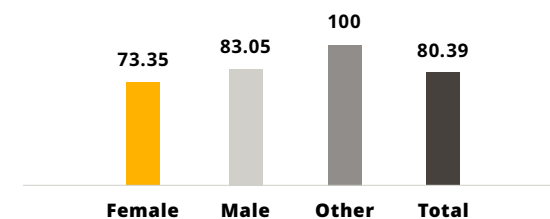
US companies supported employee development through flexible, role based learning, professional certification support, and enhanced onboarding and mentorship to accelerate integration and leadership readiness. Internal knowledge systems were strengthened to improve autonomy and enhance operational resilience. An education sponsorship programme is available in various companies to support employees pursuing further education, using a service bond framework that fosters long term talent development.

For **Dorsch Europe**, the in-house AKADEMIE remained a central pillar for both personal and professional development. It offers over 120 seminars that are widely utilised and valued by managers and employees. In 2025, new learning formats were introduced to make training more flexible and accessible.

Through a dedicated learning management system, all **UK** employees are offered both external and in-house training. In 2025, a particular focus on diversity and inclusion was embedded through initiatives like 'Women in RSBG UK' and specialist content on neurodiversity. Building on this foundation, the equality, diversity and inclusion focus is evolving to include colleague-led forums across key diversity dimensions such as ethnicity and cultural background, sexual orientation, and disability inclusion. In parallel, a reverse mentoring programme is in development for launch in 2026, aimed at strengthening inclusive leadership by connecting junior and underrepresented colleagues with senior leaders.

Training and skills development metrics

Employees that participated in formalised performance and career development reviews (%)



Average annual number of training hours per employee

	2025
Female	15.33
Male	11.00
Other	52.50
Total	12.19

Accounting principles

- Calculations for the participation rate in performance and career development reviews and the average number of training hours were derived using the total employee headcount from ESRS S1-5 as the denominator.
- Performance and career development reviews are based on criteria known to the employee and their superior, undertaken with the knowledge of the employee at least once per year.
- Training covers all initiatives designed to maintain or enhance workers' skills and knowledge, delivered through various methods such as on-site sessions, online learning, external programmes, or software-based training. Internships are excluded, and training may also occur outside regular working hours.

S1-14

Work-life balance metrics

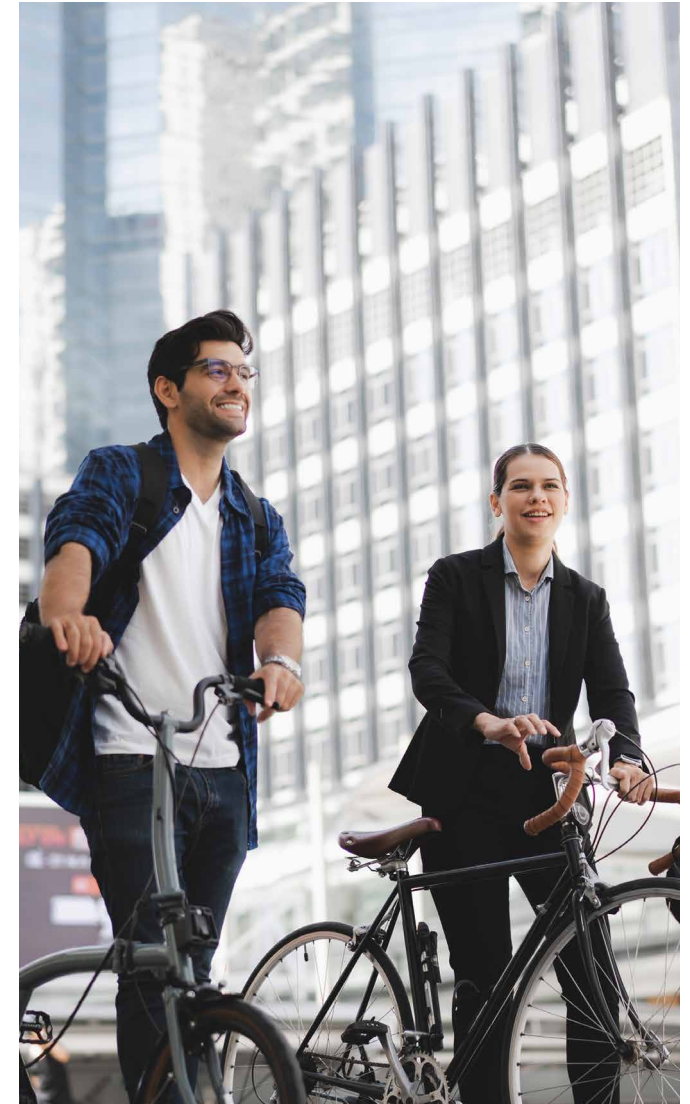
We are committed to supporting our employees in balancing their professional and personal lives. Promoting a healthy work-life balance can enhance employee satisfaction, morale, and well-being. This approach also supports our talent attraction and retention, reduces recruitment costs, and contributes to a more engaged and resilient workforce. Recognising the demands of a project-based engineering and consultancy environment, we offer mobile and flexible working arrangements across all regions in line with local labour legislation, and provide the tools and resources needed to manage workloads effectively. We aim to empower our employees to adapt their working style to individual needs, responsibilities, and client requirements while fostering a culture that values rest, recovery, and sustainable performance.

We aim to empower our employees to adapt their working style to individual needs, responsibilities, and client requirements while fostering a culture that values rest, recovery, and sustainable performance.

Dorsch Global offers a range of family-related leave options in accordance with applicable local legislation. These can include, depending on the location, maternity and paternity leave, parental leave following the birth or adoption of a child, and leave for the care of dependents.

Worldwide, 94.21% of our employees are entitled to take family-related leave. Across all regions, employees are also offered special leave provisions that extend beyond family-related leave, such as enabling time off for religious observances and other significant cultural or life events.

Our actions in 2025 that significantly advanced work-life balance included ECG implementing an employee pension plan to strengthen long-term financial security, while Dorsch IC extended maternity leave in Jordan and enabled full-time home office during the first year after birth. A family support service is already active in Dorsch Europe, and a broader rollout is planned for IC in 2026 to further reinforce well-being.



S2 Workers in our value chain

At Dorsch Global, we are driven by the ambition to improve quality of life through our engineering and consulting services. To fulfil this ambition, we work with a broad network of business partners. Managing our value chain responsibly is both a corporate obligation and a foundation for our long-term success.

Our impacts, risks, and opportunities

Description	IRO	Location in the value chain	Positive/negative	Actual/potential	Time horizon	Related policies	Related actions	Related targets
Working conditions of workers in the value chain								
Exploitation of value chain workers due to precarious employment arrangements and the failure to ensure fair living wages	I	∨	-	○	> >> >>>	- Human Rights Policy - Code of Conduct for Business Partners	Refer to S2-3	Refer to S2-4
Other work-related rights of workers in the value chain (client projects)								
Neglecting work-related rights (e.g., concerning child or forced labour, housing, sanitation, and privacy) during construction or facility management can cause regulatory breaches, health and safety risks, and social injustice for vulnerable groups.	I	∨	-	○	> >>	- Human Rights Policy - Code of Conduct for Business Partners	Refer to S2-3	Refer to S2-4

I Impact R Risk O Opportunity OO Own operations ∨ Downstream + Positive - Negative ○ Potential ● Actual > Short term >> Medium term >>> Long term

For a description of our DMA method and process, please refer to ESRS 2 IRO-1.

S2-1

Our policies related to workers in the value chain

The workers in Dorsch Global's upstream value chain contribute to the products and services we use to deliver our own services. In the downstream value chain, due to the nature of our business model, value chain workers constitute the employees of sub-consultants and sub-contractors we work with to deliver projects and solutions for our clients. Our sub-consultants and sub-contractors are usually small, locally-based engineering firms or consultancies that perform comparable or complementary services to those of Dorsch Global's own companies. Working with sub-consultants provides specialised knowledge and local expertise while allowing us to flexibly cater to project implementation needs based on demand and short-term workload peaks.

Employees of sub-consultants and sub-contractors are not part of our own workforce. While we do not own or operate project implementation sites and are not directly responsible for the employment terms, conditions, or wages of value chain workers, workers engaged through our downstream contractual relations may be materially impacted by our activities.

We recognise that the dependence on precarious employment arrangements, such as short-term contracts or the failure to ensure fair and living wages for the employees of sub-consultants, can increase the risk of exploitation. This situation may adversely affect job security and stability for workers throughout the value chain, leading to a negative impact on their standard of

living. This impact is neither systematic nor widespread across our regions or business partnerships. However, it may occur in certain geographies where labour protection frameworks are less developed or enforcement is weaker, and where such practices may constitute industry norms.

To identify, limit, and mitigate potential negative impacts on workers in our value chain, we maintain a set of stringent policies that apply to our business partners who employ the workers. These policies apply globally and cover all value chain workers engaged through Dorsch Global's contractual business relationships.

Human Rights Policy

Our Human Rights Policy explicitly prohibits all forms of child, forced, or compulsory labour in any part of our operations. The policy applies across all jurisdictions where we operate and is valid for our global operations as well as our value chain. Further details are disclosed in [ESRS 2 GDR-P](#). Dorsch Global is dedicated to respecting and upholding the values of internationally recognised standards, including the following:

- ILO Declaration on Fundamental Principles and Rights at Work
- United Nations Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises on Responsible Business Conduct

Business Partner Compliance Due Diligence Procedure

Within Dorsch Global, it is mandatory to perform business partner compliance due diligence prior to any contractual engagement with business partners, including sub-consultants, advisors, joint venture partners, and others. Partners are screened for a range of factors, including human rights risks and their compliance with applicable regulations. The results are carefully considered in our decision on whether to proceed with the contractual engagement. This process is integrated into our go/no-go procedures and seeks to prevent business-related compliance risks by clearly defining how Dorsch Global companies should assess the background, reputation, and compliance of potential business partners². The screening, risk assessment, and ongoing monitoring are executed via an independent, data-driven risk management platform and serve as integral components of our compliance due diligence process. Identified risks are documented and, where necessary, mitigation measures, enhanced monitoring, or contractual safeguards are applied prior to engagement.

Code of Conduct for Business Partners

Building on our human rights commitments, we extend these expectations to our business partners through our Code of Conduct for Business Partners. This policy incorporates a comprehensive set of minimum requirements that our business partners are expected to adhere to, reflecting our shared responsibility to uphold ethical conduct, respect for human

² The US region started implementing the Dorsch Global CMS in 2025 and expects to complete the process in 2026.

S2-2

Engaging with workers in our value chain

rights, prevent all forms of child, forced or compulsory labour and guarantee fair and dignified working conditions, and environmental protection throughout the value chain. Dorsch Global further expects business partners to implement comprehensive health and safety systems, conduct regular risk assessments, provide training and maintain preventive and emergency measures to protect workers from physical and mental harm.

All business partners are further obliged to act with integrity by complying with applicable laws on anti-corruption, antitrust, data protection, and international sanctions, and to adopt environmentally responsible practices aligned with national and international standards. The Code of Conduct for Business Partners forms an integral part of every contractual agreement with Dorsch Global and requires partners to confirm their adherence. In the event of non-compliance, should business partners reject or fail to implement corrective measures, Dorsch Global reserves the right to terminate the business relationship in accordance with applicable laws. The responsibility for enforcement lies with the respective company leadership, supported by Dorsch Global Compliance.

Through this framework of policies, we remain committed to upholding responsible business conduct and supporting fair and safe working conditions throughout our value chain. Further details can be found in GDR-P in the [Annex](#).

Dorsch Global provides confidential channels for value chain workers to raise any concerns. These channels enable us to gain a better understanding of potential impacts, such as those related to their working conditions or human rights violations.

The Dorsch Integrity Line (see [ESRS 2 GDR-P](#)) is accessible to anyone, including our value chain workers, and serves as a global mechanism to anonymously raise grievances. The **Code of Conduct for Business Partners** also promotes the confidential reporting of any breaches or concerns through the Integrity Line. Equally, it encourages business partners to provide grievance mechanisms in line with their own due diligence obligations to ensure any violations are appropriately recorded. Where non-compliance is identified, business partners are required to take corrective action, and we reserve the right to terminate relationships in line with applicable laws.

Our Dorsch Integrity Line serves as a global mechanism to anonymously raise grievances.

We recognise that online accessibility and awareness of the Integrity Line among value chain workers may be limited. Therefore, we encourage employees and value chain workers to also raise concerns with their supervisors. Additionally, Dorsch Global

implements project-specific grievance mechanisms where appropriate, including for the provision of remedies. While the structure and operation of these mechanisms may vary by project and jurisdiction, they are designed to provide on-site value chain workers with accessible, confidential, and culturally appropriate channels to raise concerns related to working conditions, health and safety, or potential human rights violations. We do not tolerate any form of retaliation against anyone raising a concern. Information received through these channels is assessed, documented, and managed in accordance with the Compliance Case Management and Investigation Procedure.

We currently do not have a unified process for assessing the effectiveness of our grievance and remediation mechanisms in the context of value chain workers. Strengthening the systematic assessment of effectiveness related to value chain workers is an area identified for further development.

As described in [S1-2](#), Dorsch Global is committed, as part of its Human Rights Policy, to providing or contributing to the remedy of any adverse human rights impacts directly linked to our operations, including collaboration with our business partners. The oversight of remediation processes is ensured through regular reporting to the Executive Board.

S2-3

Our actions related to workers in the value chain

To manage negative impacts on value chain workers, Dorsch Global has implemented structured processes that aim to uphold human rights, fair labour practices, and ethical business conduct. The actions below address identified negative impacts related to precarious employment arrangements and working conditions in the value chain by strengthening our prevention, detection, and mitigation mechanisms.

We raise awareness of human rights obligations, including safe and fair working conditions, through our compliance training for business partners.

We raise awareness of human rights obligations, including safe and fair working conditions, through our compliance training for business partners. The training also includes clear guidance on how to report any concerns or violations of our policies. In line with our Code of Conduct for Business Partners, we require business partners to maintain ongoing human rights due diligence processes to prevent, mitigate, and address any negative impacts on value chain workers. Prior to engagement, all business partners undergo due diligence checks conducted in accordance with our Business Partner Compliance Due Diligence Procedure³.

As part of our broader CMS, in 2025 we conducted targeted awareness sessions focused specifically on value chain ethics and fair working conditions. The sessions were directed at project managers, business development teams, and employees active in project locations identified as high-risk according to the Corruption Perceptions Index (CPI). This reinforced understanding of ethical procurement and fair labour standards enhances Dorsch Global's capability to anticipate and mitigate potential negative impacts on value chain workers.

In parallel, we further improved our CMS, including its aspects pertaining to workers in our value chain. Our actions included the automation and digitalisation of compliance due diligence and risk assessments to ensure a streamlined workflow, the integration of regional adaptability that respects local legal and cultural nuances while maintaining global alignment, and the establishment of a Compliance Steering Committee and a Compliance Review Committee to improve governance and cross-functional coordination.

In alignment with the German Supply Chain Due Diligence Act (LkSG), as outlined in ESRS 2 > SBM-3, Dorsch Global conducts an annual supply chain questionnaire across all companies. This measure strengthens transparency and the assessment of value chain compliance with human rights and due diligence obligations. The findings help us identify and prioritise high-risk

suppliers and regions, forming the basis for corrective or preventive actions where required.

The effectiveness of these actions is reviewed through compliance reporting, analysis of due diligence results, and governance oversight within the CMS.

In 2025, no human rights incidents were reported in connection with workers in our upstream or downstream value chains through established reporting and grievance mechanisms.

S2-4

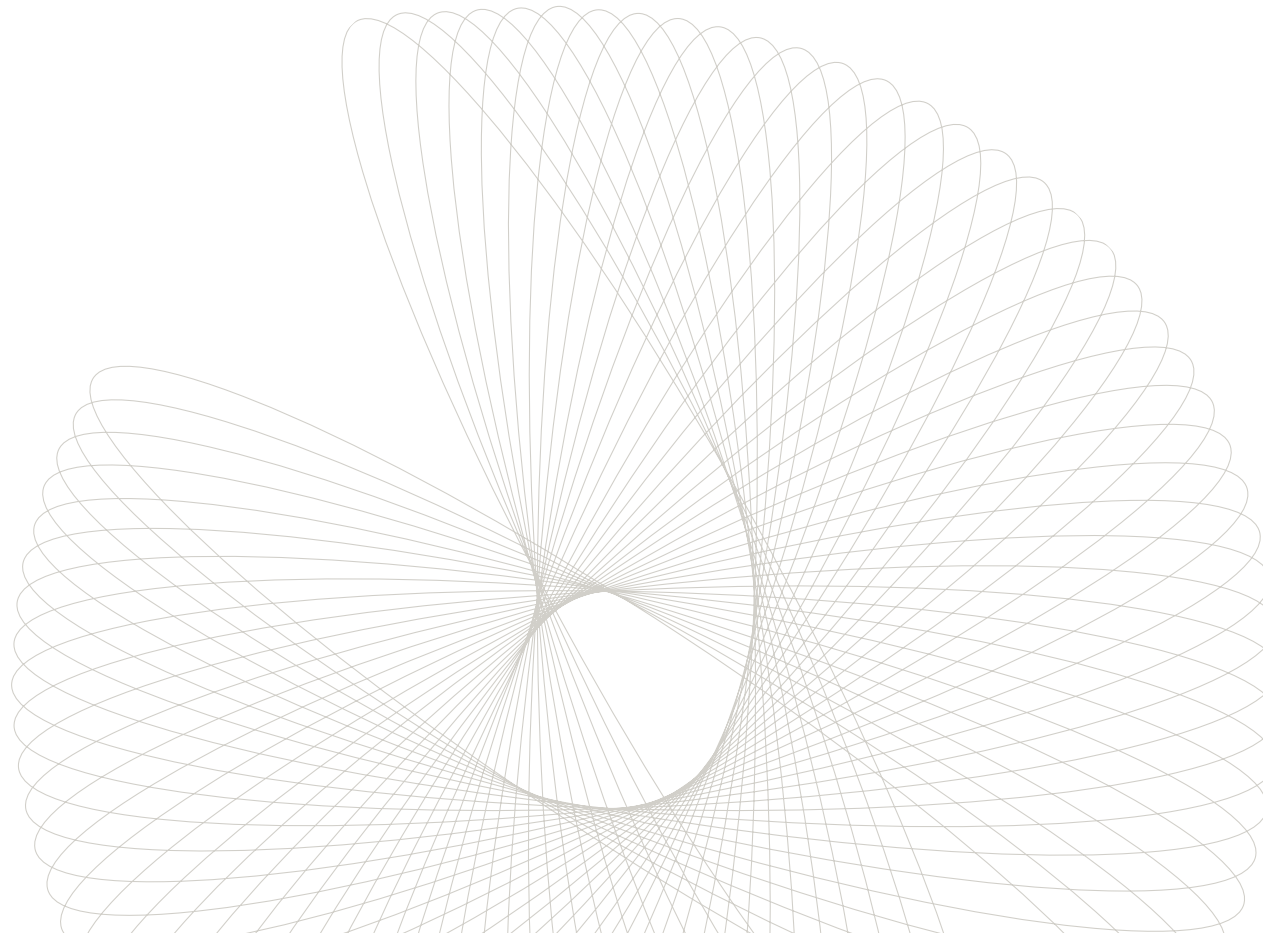
Targets related to workers in the value chain

We currently do not have specific targets related to workers in the value chain. As we improve the visibility of our value chain through strengthened business partner due diligence, we will evaluate in the coming years whether setting specific goals is appropriate. In addition, we are not yet able to monitor how effectively our policies and actions address our material sustainability-related impacts on workers in the value chain.

³ Following revisions, the US and UK regions are currently phasing in the updated due diligence process; full implementation is expected in 2026.

Governance

G1 Business conduct



G1 Business conduct

Dorsch Global companies worldwide are driven by a shared vision: Together, we are shaping a sustainable tomorrow. Our corporate culture is anchored in our core values of integrity, respect, transparency, responsibility, and reliability.

Our impacts, risks, and opportunities

Description	IRO	Location in the value chain	Positive/negative	Actual/potential	Time horizon	Related policies	Related actions	Related targets
Corruption and bribery								
Well-founded anti-corruption and anti-bribery prevention and detection systems contribute to fair competition and responsible business practices that support economic growth and prosperity.	I	OO	+	○	> >> >>>	<ul style="list-style-type: none"> - Code of Conduct - Antitrust Policy - Gifts, Entertainment, and Contributions Policy - Human Resources Compliance Procedure - Code of Conduct for Business Partners - Business Partner Compliance Due Diligence Procedure - Compliance Case Management and Investigation Procedure 	Refer to G1-2	Refer to G1-3
Corporate culture								
A strong corporate culture can lead to more open communication about misconduct and policy breaches, supporting employee satisfaction and trust.	I	OO	+	○	> >>	<ul style="list-style-type: none"> - Code of Conduct - Work Culture Policy 	Refer to G1-2	Refer to G1-3
Protection of whistleblowers (client projects, entity specific)								
Promoting a whistleblower-friendly environment at the project level fosters ethical conduct, transparency, and worker well-being by enabling concerns to be raised and addressed without fear of retaliation.	I	∨	+	○	> >> >>>	<ul style="list-style-type: none"> - Code of Conduct - Business Partner Code of Conduct 	Refer to G1-2 and S2-2	Refer to G1-3
Corporate responsibility (own operations, entity specific)								
Effective sustainability management minimises Dorsch Global's potential adverse effects stemming from its economic activity.	I	OO	+	○	> >> >>>	<ul style="list-style-type: none"> - Code of Conduct 	Refer to ESRS 2 GOV-1, GOV-4	Refer to G1-3
An enhanced reputation as a responsible and sustainability-focused company due to effective corporate responsibility management can attract more projects, clients, and public funding opportunities.	O	OO			> >> >>>	<ul style="list-style-type: none"> - Code of Conduct 	Refer to G1-2	Refer to G1-3

I Impact R Risk O Opportunity OO Own operations ∨ Downstream + Positive - Negative ○ Potential ● Actual > Short term >> Medium term >>> Long term

For a description of our DMA method and process, please refer to ESRS 2 IRO-1.

G1-1

Our business conduct policies

Client trust and ethical conduct are fundamental to our success. As a people-driven company, maintaining a culture of integrity is essential to the resilience of our business model and the sustainability of our value chain.

Dorsch Global adheres to the principles of strong corporate governance. Our governance framework aims to align our core values and business practices with the interests of our stakeholders, including shareholders, clients, employees, business partners, and the wider communities we serve. We conduct all business in accordance with the laws of the legal jurisdictions where we operate, as well as with respective articles of association, rules of procedure, and schedules of delegated authorities. Together, these govern the roles and responsibilities of our management bodies and how they interact with each other.

Our values are embedded into our daily operations through our CMS and Work Culture Policy. Responsible and ethical conduct towards employees, business partners, society, and the environment is integral to our principles and the basis for successful collaboration. Therefore, Dorsch Global companies across all geographies⁴ are mandated to universally adopt the CMS.

Our CMS provides the framework to effectively monitor and advance compliance management across Dorsch Global. Aligned with international best practices, it reflects our commitment to corporate

⁴ The region US has started implementation of the Dorsch Global CMS in 2025, expected to be completed in 2026.

responsibility, governance, and operational excellence. The CMS applies to all employees, management, and legal representatives. It extends to our value chain in the context of our contractual partnerships, such as through our Business Partner Code of Conduct.

As shown in the graphic below, our CMS is a multi-layered system centred around our Code of Conduct. It is composed of:

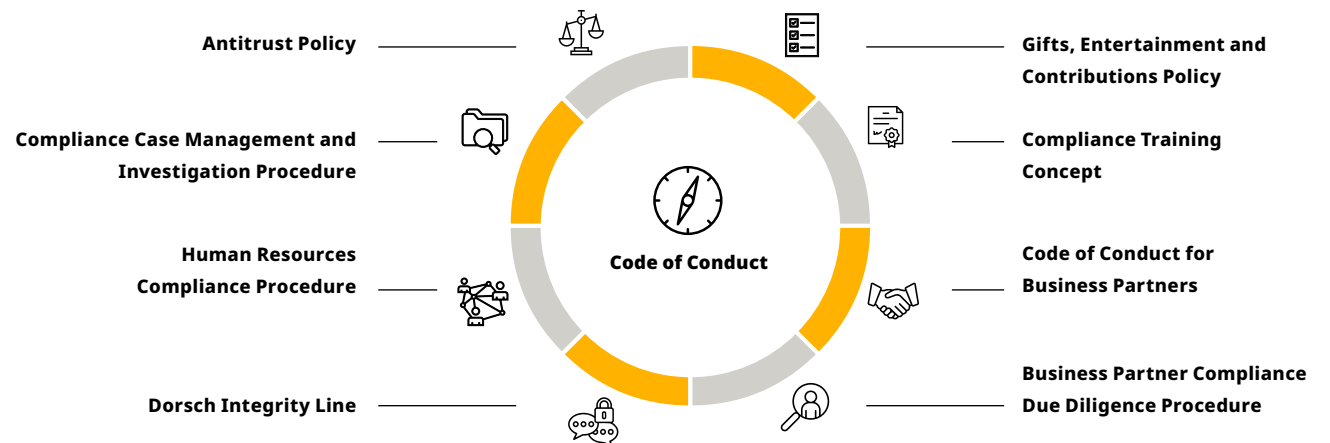
- Adherence to national and international laws and regulations relevant to our business activities.
- Compliance with policies, procedures, and corporate governance principles.
- Monitoring of third-party relationships.
- Processes related to risk identification, whistleblower protection,

case management, internal controls, training, and continuous improvement.

Dorsch Global's policies and measures to protect whistleblowers are aligned with the EU Whistleblowing Directive (EU Directive 2019/1937). Our whistleblowing system, the Dorsch Integrity Line, and other actions to protect whistleblowers at the project level are discussed in more detail in [ESRS 2 and S2-2](#). We also ensure adherence to national laws during investigations in non-EU countries. Our policies are outlined further in [GDR-P in the Annex](#).

The Dorsch Global Compliance function leads the global governance and implementation of our CMS and maintains best practices, policies, procedures, and associated training to ensure we

Key components of the Dorsch Global Compliance Management System



G1-2

Our actions related to business conduct

maintain the highest levels of business compliance. Reporting directly to the Dorsch Global CEO, the Head of Compliance leads a cross-regional organisation in which each region's Compliance Delegate assists in compliance requirements. Supported by Dorsch Global Compliance, respective company leadership is responsible for the local implementation of the CMS, alongside shareholder resolutions, agreements reached within the Executive Board, and the application of general business principles.

The Dorsch Global Compliance Steering Committee serves as the central governance body for overseeing the strategic development, continuous improvement, and quality assurance of the CMS. It comprises the Dorsch Global CEO, Dorsch Global COO, Head of Compliance, and Head of Legal. The ultimate accountability for the CMS's effectiveness rests with the Executive Board.

Dorsch Global's functions considered to have the highest risk in relation to corruption and bribery include business development, finance and accounting, and HR and management. These roles involve interaction with public authorities, financial decision-making, contractual negotiations, or third-party engagement. Employees and contracted freelance consultants engaged in projects located in countries with a Corruption Perceptions Index⁵ (CPI) score below 30, as published by Transparency International, are classified as operating in a high-risk environment. For these, dedicated training that extends beyond the standard compliance modules is mandatory.

⁵ *Corruption Perceptions Index*, Transparency International

Corporate culture and corporate responsibility

Effective corporate responsibility management is fundamental to building and sustaining strong relationships with our clients and partners and helps us contribute to societal wellbeing. Equally, a strong corporate culture helps us foster employee satisfaction and trust, which in turn encourages speaking up about misconduct and policy breaches. As engineers, planners, and advisors from over 95 countries, we know that progress depends on collaboration, critical thinking, and respectful, honest dialogue.

To foster trust and speaking up as core elements of our corporate culture, in 2025, Dorsch Global joined the Business Council for Democracy (BC4D). Founded by the Hertie Foundation, the Robert Bosch Foundation, and the Institute for Strategic Dialogue Germany, the BC4D is a pioneering cross-sector alliance dedicated to strengthening digital awareness and informed, respectful dialogue. From May 2026, our employees will have the opportunity to engage in dedicated learning formats, strengthening our joint ability to uphold the workplace as a space of trust, fairness, and shared values. For Dorsch Global, this membership also reflects our ongoing commitment to our core values of integrity, respect, transparency, responsibility, and reliability – essential pillars for a more inclusive world.

In 2025, Dorsch Global further developed its sustainability management to strengthen oversight and coordination and minimize potential adverse effects stemming from our economic activities. Details are disclosed in [ESRS 2 GOV-1](#) and [GOV-4](#).

Corruption and bribery

Dorsch Global employs a structured, three-level process to systematically manage compliance allegations and incidents. Our Compliance Case Management & Investigation Procedure establishes preventive controls, clear reporting channels, defined escalation paths, and effective response mechanisms. Together, these measures aim to reduce the likelihood of misconduct, increase early detection, and ensure timely remediation. The process also directly addresses breaches in anti-corruption and anti-bribery procedures and standards, and covers our own operations and value chain across all geographies. Preventive measures are outlined in the description of our CMS and training concept. To enhance monitoring, this approach was thoroughly revised in 2025. The effectiveness of this process is monitored through quarterly compliance reporting to the Executive Board, ensuring continuous improvement of its controls and response mechanisms.

Level 1: Initial compliance assessment

Allegations are submitted through the Dorsch Integrity Line and screened for indication of a potential compliance case.

- If not compliance-related, it is reviewed for business relevance. Non-relevant cases are closed and the reporter is informed.
- If it is business-relevant, corrective measures are defined by the region CEO and the company, and reported to the Head of Compliance.

Level 2: Compliance case assessment

Suspected compliance cases are escalated and evaluated within seven working days. The Executive Board is informed immediately.

- If no compliance concern is confirmed, corrective actions are taken and the reporter is informed.
- If confirmed, the case proceeds to a formal investigation.

Level 3: Compliance case investigation

A Compliance Review Committee is formed within six working days to conduct a formal investigation.

- If no breach is found, the committee is informed, corrective measures are applied, and the reporter is notified.
- If a breach is confirmed, the Executive Board is informed, and actions are defined, approved, and implemented. The final report is submitted to the Executive Board, and the reporter is informed.

Our compliance training concept establishes mandatory and role-specific training sessions to promote awareness and understanding of compliance policies and applicable laws. In 2025, the content was further enhanced, including updates to include additional cultural aspects. The programme is monitored by Dorsch Global Compliance in coordination with regional compliance delegates and HR departments. The completion of training according to the table below across all companies is part of the monitoring procedure and the Head of Compliance’s quarterly compliance report to the CEO.

While we procure limited goods such as office and IT equipment in line with our business model as an engineering consultancy, Dorsch Global’s procurement function primarily focuses on business development. It is responsible for engaging with suppliers, which are typically sub-consultants, freelancers, and other business partners. Consequently, sustainability-related risk management in the value chain is primarily addressed through

our Business Partner Compliance Due Diligence Procedure and contractual requirements, rather than a dedicated supplier training programme. Currently, there is no unified training for engaging with suppliers to improve their sustainability performance. However, functions responsible for procuring business partners are trained in how to conduct due diligence, including through a dedicated third-party platform.

Compliance training concept

Target audience	Depth of coverage	Completion frequency
Management and high-risk functions (e.g., business development, finance and accounting, and HR)	<ul style="list-style-type: none"> - Compliance basics - Preventing corruption - Diversity and inclusion - Fair competition - Responsible exporting 	<ul style="list-style-type: none"> - Mandatory within eight weeks from start of employment - Refresher training every three years
Employees	<ul style="list-style-type: none"> - Compliance basics - Preventing corruption - Diversity and inclusion 	<ul style="list-style-type: none"> - Mandatory within eight weeks from start of employment - Refresher training every three years
Freelance consultants (outside of Germany and the UK)	<ul style="list-style-type: none"> - Compliance basics for business partners 	<ul style="list-style-type: none"> - Mandatory within eight weeks from start of engagement - Refresher training every three years
Management, employees, and freelance consultants working on projects in countries with a Country CPI Score <30	<ul style="list-style-type: none"> - Preventing corruption - Fair competition 	<ul style="list-style-type: none"> - Prior to project start: Completion no older than 12 months - Throughout project implementation: regular completion every 12 months

G1-3, G1-4

Our business conduct metrics and targets

We have set measurable, time-bound, and outcome-oriented targets to support our broader policy objective of embedding integrity, transparency, and accountability across all our companies and business operations. This objective is grounded in the Dorsch Global Code of Conduct, which acts as our moral compass that guides the decisions and behaviour of all employees worldwide. The targets aim to ensure that our core ethical commitments are actively practiced rather than merely stated – encompassing the upholding of human rights, the fight against corruption, the protection of whistleblowers, and the reinforcement of responsible business conduct.

Both targets are measured in relative terms and cover all employees. Data is sourced from our compliance training platform for Europe, IC, and MEAA, and our learning management system in the UK.

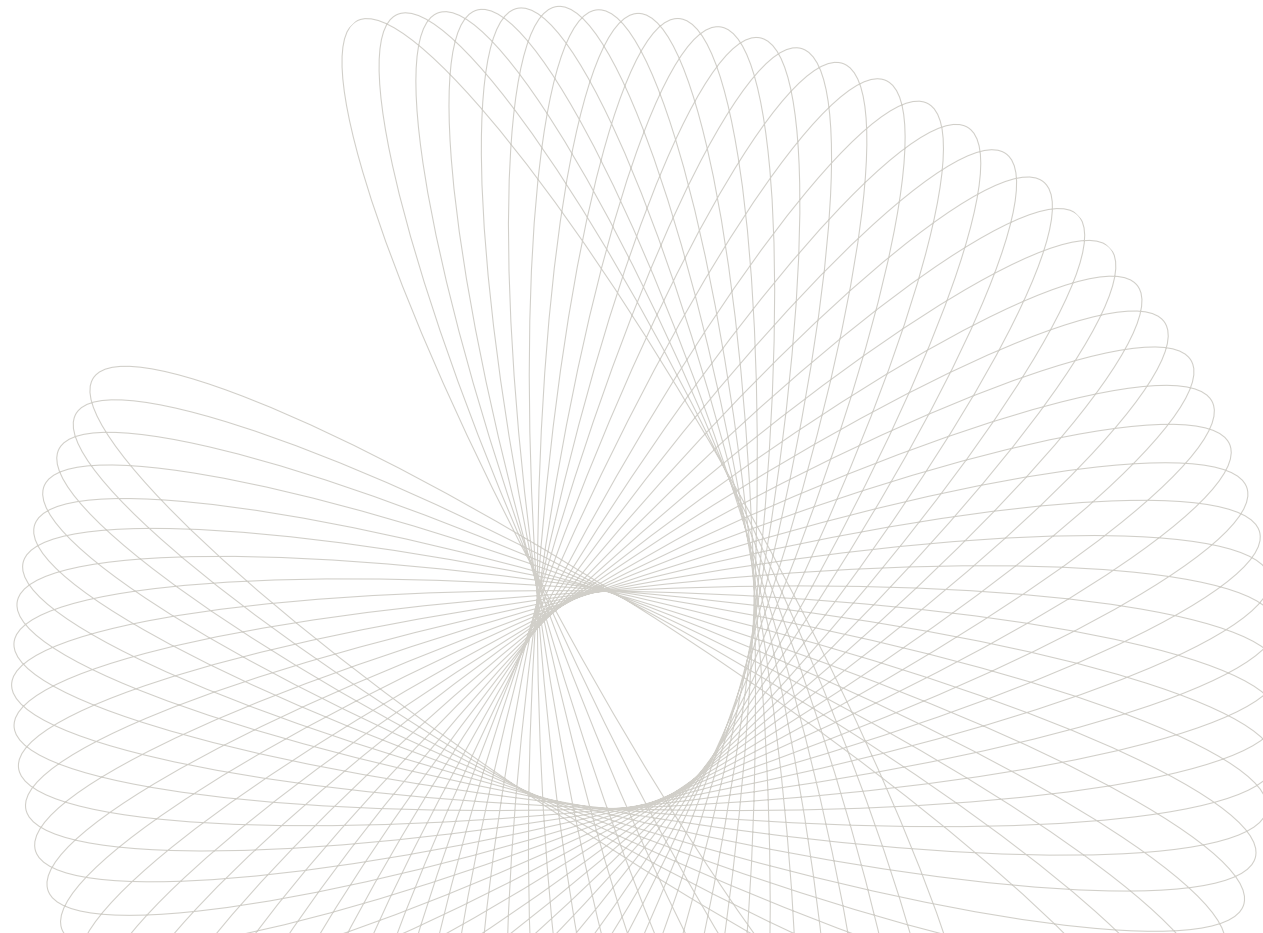
G1-3 Targets related to business conduct⁶	Base value	Base year	Target value	Target year
% of employees that acknowledged our Code of Conduct	81.2	2025	90	2026
% of employees that completed compliance training	81.2	2025	90	2026

G1-4 Metrics related to incidents of corruption or bribery	2025
Number of convictions for violation of anti-corruption and anti-bribery laws	0
Total value of fines for violations of anti-corruption or anti-bribery laws (EUR)	0
Number of confirmed incidents of corruption or bribery	0

⁶ BCS Business Critical Solutions GmbH, BCS Italia S.r.l., BCS Data Centers Limited, McBains Cooper Hellas Technical Consulting SA and MUQR DORSCH CHARK AL-AWSAT WA SHMAL AFRICIA are currently not part of this metric. US will be included in G1 metrics from 2026 onwards, following completion of CMS implementation.

Sustainability Report

Annex



BP-1

Basis for the preparation of the sustainability statement

This Sustainability Report has been prepared on a consolidated basis. Its data was consolidated according to the same principles as the financial statement, comprising the parent company Dorsch Global GmbH and the subsidiaries under its financial and operational control. Companies without business activities have been excluded. The list of legal entities included in this report can be found on page 50. Dorsch Global's reporting period is consistent for both its sustainability and financial disclosures, covering January 1st to December 31st.

To align our financial and business planning with our strategic decision-making processes, Dorsch Global defines the time horizons for its sustainability reporting as follows:

- Short-term: one year
- Medium-term: up to three years
- Long-term: over three years

The Sustainability Report encompasses our own operations and, where relevant, our upstream and downstream activities across all relevant geographies. This comprehensive approach reflects the impacts, risks, and opportunities (IROs) identified through our double materiality assessment (DMA). Where applicable, certain policies also extend to our value chain. We operate under a global business model that is uniformly applied across all companies and regions. Our approach to sustainability reporting is similarly consistent, guided by overarching policies and practices with local application and contextualisation. While regional differ-

ences in IROs are acknowledged, they are addressed within this overarching global framework. Throughout the report, regional examples may be included for illustrative purposes.

Judgement, measurement, and outcome uncertainty

The preparation of sustainability-related disclosures requires Dorsch Global to exercise judgment and, where necessary, apply reasonable estimates and assumptions when compiling the reported information. While most data was obtained directly within Dorsch Global, some inherent uncertainties remain due to the use of indirect information. The most significant assumptions and estimates relate to emission balancing. In cases where primary data was delayed or unavailable – particularly for Scope 1 and 2 emissions – Dorsch Global applied estimates using credible secondary sources, such as public benchmarks, historic data, or other proxies that satisfy the qualitative characteristics of information. Additionally, variations in the maturity and consistency of sustainability data reporting across Dorsch Global's operations create some uncertainty regarding the completeness and comparability of information at the global level. This relates, for example, to differences in national regulatory requirements for health and safety incident reporting, or variations in how employees record training hours in timesheet systems, which serve as the primary data source. Since 2025, an initiative under the framework of our sustainability management has been ongoing to improve data quality and accurate sustainability reporting.

All estimates are grounded in assumptions that reflect the nature and relevance of the activity. Where relevant, we disclose any limitations and residual estimation uncertainty in the respective accounting principles or Annex. Dorsch Global will regularly review and refine estimations as additional information or a higher level of detail becomes available.

Changes in preparation or presentation of sustainability information

Forward-looking information was prepared in line with ESRS requirements and is based on current assumptions about future events and developments, which may differ from actual outcomes. As this is Dorsch Global's first Sustainability Report, comparative information will only be provided in future periods. Equally, no changes in the preparation or presentation of sustainability information, nor reporting errors in prior periods, are reported. If material in nature and within defined thresholds, future adjustments to comparative figures will be disclosed when new information becomes available, unless it is impractical to do so. Restatements of data are governed by Dorsch Global's reporting rules, which outline the principles and thresholds for adjustments, whether due to errors or updates made after the end of the reporting year. The rationale and any necessary contextual information will be provided alongside the relevant disclosures.

Dorsch Global strives to ensure its sustainability disclosures reflect the most accurate and current information available at the time of reporting. If additional information was obtained after data collection concluded, but before the approval of the Sustainability Report, Dorsch Global revised, where appropriate, relevant estimates and disclosures to best reflect conditions at the end of the reporting year.

Metric calculations

The metric calculations underlying this report have been scoped to companies that are operationally active. Decad (Asia) Inc. is currently included in E1 metrics only. We intend to progressively expand coverage to S1 and G1 disclosures in future reporting years. As a result, the quantitative disclosures cover 99.75% of our total headcount and 100% of total revenue. This scoping approach aims to reflect the economic substance of our operations and align data collection efforts with the principle of proportionality. We have assessed that the exclusion of the respective companies does not materially affect the completeness or reliability of the metrics. The companies excluded from the metrics are not a significant driver of IROs, nor does their exclusion impair the relevance or faithful representation of the disclosed information. These exclusions are regularly reviewed, and any changes will be disclosed in future periods. Qualitative disclosures remain company wide unless explicitly stated otherwise.

BP-2

Use of phasing-in options

Once the revised ESRS have been passed by the European Commission, Dorsch Global intends to develop the respective disclosures in preparation for its first formal sustainability statement as required by Directive 2013/34/EU. Unless stated otherwise, and in line with phase-in provisions under 2023 ESRS 1, disclosures on entity-specific IROs are not covered in this reporting year. We will reassess entity-specific disclosures once the revised ESRS and accompanying implementation guidance are finalised. Dorsch Global applies phasing-in provisions for anticipated financial effects as required in ESRS 2 SBM-3 and E1-11.

Dorsch Global voluntarily applies the ESRS as a guiding framework today – and intends to develop full disclosures in preparation for its first formal sustainability statement once the revised ESRS are finalised.

Legal entities covered

Unless indicated otherwise, the below legal entities have been included in this 2025 Sustainability Report:

1. Dorsch Global GmbH
2. Dorsch Holding GmbH
3. Dorsch Holding GmbH–DC Abu Dhabi
4. Dorsch Europe GmbH
5. Dorsch Engineers GmbH
6. GRE German Rail Engineering GmbH
7. BLS Energieplan GmbH
8. spiekermann ingenieure gmbh
9. Dorsch Service GmbH
10. KREBS+KIEFER Ingenieure GmbH (Darmstadt)
11. KREBS+KIEFER Ingenieure GmbH (Karlsruhe)
12. KREBS+KIEFER Ingenieure GmbH (Berlin)
13. KREBS+KIEFER Engineers GmbH (KIR) Darmstadt
14. KREBS+KIEFER Prüfgesellschaft mbH (KIC)
15. Krebs+Kiefer Verwaltungs GmbH (VG)
16. KREBS+KIEFER Engineering GmbH (KIE)
17. IRS Stahlwasserbau Consulting AG
18. BPS rail GmbH
19. Dorsch Impact GmbH
20. Dorsch Qatar LLC
21. Dorsch Holding GmbH – KSA LLC
22. Dorsch Consult Egypt LLC
23. Dorsch Consult India Private Ltd.
24. Dorsch Consult Asia Co. Ltd.
25. Dorsch GmbH Emirates
26. Engineering Consultants Group, Sole Proprietorship
27. ECG Holding Limited, Abu Dhabi
28. Engineering Consultants Group ECG, S.A.E.
29. Engineering Consultants Group ECG, S.A.E. – Qatar
30. Engineering Consultants Group ECG, S.A.E. – Abu Dhabi
31. Engineering Consultants Group ECG, S.A.E. – Sudan
32. Engineering Consultants Group ECG, S.A.E. – Iraq
33. Engineering Consultants Group ECG, S.A.E. – Lybia
34. Engineering Consultants Group ECG, S.A.E. – Lybia – Benghazi
35. Engineering Consultants Group ECG, S.A.E. – Oman
36. ECG Tanzania Limited
37. Engineering Consultants Group Qatar LLC
38. Engineering Consultants Group Kuwait LLC
39. MUQR DORSCH CHARK AL-AWSAT WA SHMAL AFRICIA, KSA
40. Vela Tech, Inc.
41. EDG2, Inc.
42. Alfa Tech Consulting Engineers Inc.
43. ATPD, Inc.
44. Verity Commercial, LLC
45. AlfaTech VestAsia PTE Ltd.
46. ATVA MY Sdn Bhd
47. RSBG UK Ltd.
48. Genecon Ltd.
49. The Yard Creative Ltd.
50. Leslie Jones Architects Ltd.
51. BCS Business Critical Solutions GmbH
52. BCS Data Centres Limited
53. BCS Italia S.r.l. (BCSI)
54. McBains Ltd.
55. McBains Cooper Hellas Technical Consulting SA
56. Desco (Design & Consultancy) Ltd.
57. Decad (Asia) Inc
58. 4Way Consulting Ltd
59. Pell Frischmann Consultants Ltd.
60. PF Consulting Group Ltd
61. Pell Frischmann Consulting Engineers Ltd (CIL ME)
62. Pell Frischmann Consulting Engineers Ltd2 (PF)

IRO-2

List of disclosure requirements complied with in preparing the sustainability statement

Disclosure requirement	Description	Location in report
ESRS 2 – General disclosures		
BP-1	Basis for preparation of the sustainability statement	p. 48
BP-2	Specific information if the undertaking uses phasing-in options	p. 49
GOV-1	The role of the administrative, management, and supervisory bodies in relation to sustainability	p. 6
GOV-2	Integration of sustainability-related performance in incentive schemes	p. 10
GOV-3	Statement on due diligence	p. 10
GOV-4	Risk management and internal controls over sustainability reporting	p. 11
SBM-1	Strategy, business model and value chain	p. 4
SBM-2	Interests and views of stakeholders	p. 12
SBM-3	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	p. 13
IRO-1	Description of the process to identify and assess material impacts, risks and opportunities and material information to be reported	p. 18
IRO-2	Material impacts, risks and opportunities and disclosure requirements included in the sustainability statement	p. 14, p. 19
GDR-P	General disclosure requirement for policies	p. 9, p. 54
ESRS E1 – Climate change		
E1-1	Transition plan for climate change mitigation	p. 23
E1-2	Identification of climate-related risks and scenario analysis	p. 23
E1-3	Resilience in relation to climate change	p. 24
E1-4	Policies related to climate change mitigation and adaptation	p. 24
E1-5	Actions and resources in relation to climate change mitigation and adaptation	p. 23
E1-6	Targets related to climate change	p. 23
E1-8	Gross scope 1, 2, 3 GHG emissions	p. 22
E1-9	GHG removals and GHG mitigation projects financed through carbon credits	p. 25
E1-10	Internal carbon pricing	p. 25
E1-11	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	p. 25

Disclosure requirement	Description	Location in report
ESRS S1 – Own workforce		
S1-1	Policies related to own workforce	p. 31
S1-2	Engagement with own workforce and workers' representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	p. 31
S1-3	Actions and resources related to own workforce	p. 33
S1-4	Targets related to own workforce	p. 34
S1-5	Characteristics of the undertaking's employees	p. 30
S1-6	Characteristics of non-employees in the undertaking's own workforce	p. 30
S1-8	Diversity metrics	p. 34
S1-12	Training and skills development metrics	p. 35
S1-13	Health and safety metrics	p. 33
S1-14	Work-life balance metrics	p. 36
ESRS S2 – Workers in the value chain		
S2-1	Policies related to value chain workers	p. 38
S2-2	Engagement with workers in the value chain, existence of channels for workers in the value chain to raise concerns or needs and approaches to remedy	p. 39
S2-3	Actions and resources related to workers in the value chain	p. 40
S2-4	Targets related to workers in the value chain	p. 40
ESRS G1 – Business conduct		
G1-1	Policies related to business conduct	p. 43
G1-2	Actions related to business conduct	p. 44
G1-3	Targets related to business conduct	p. 46
G1-4	Metrics related to corruption or bribery	p. 46

General carbon accounting principles and emission factors

The organisational boundaries of Dorsch Global are based on the financial control approach in line with the Greenhouse Gas Protocol. This means that Dorsch Global takes responsibility for the emissions of the companies over which it has financial control. Emission data is consolidated across all legal entities in scope.

Operational boundaries of our GHG inventory

Scope 1	Direct GHG emissions from sources that are owned or controlled by Dorsch Global, including Scope 1.1 Stationary combustion including heat consumption from assets controlled by Dorsch Global, and Scope 1.2 Mobile combustion from company cars.
Scope 2	Indirect GHG emissions from the generation of purchased or acquired electricity, steam, heat, or cooling consumed by our businesses (e.g., in our offices), including Scope 2.1 Purchased electricity and Scope 2.3 Purchased heat.
Scope 3	All indirect GHG emissions (not included in Scope 2 GHG emissions) that occur in our value chain, including both upstream and downstream emissions. Scope 3 GHG emissions can be broken down into 15 available types, as defined by the Greenhouse Gas Protocol. The Scope 3 categories that Dorsch Global reports on include 3.1 Purchased goods and services, 3.2 Capital goods, 3.3 Fuel- and energy-related activities, 3.6 Business travel, 3.7 Employee commuting, 3.8 Upstream leased assets, and 3.15 Investments.

Data is collected in a tool for GHG emission calculation based on internationally recognised emission factors from different databases. For example, factors from the UK’s Department for Environment, Food & Rural Affairs (Defra) (2025) have been used, and for heating-related emissions, factors from the International Energy Agency (IEA) (2025) have been applied for Scope 2 (location based). For heating and electricity in the US, factors from the US Environmental Protection Agency (EPA) (2025) have been used. For market-based Scope 2 emissions, renewable electricity purchased through direct contracts or contractual instruments (energy attribute certificates such as RECs and GoOs) has been accounted for with a factor of zero. For Scope 3 categories 1, 2, 6, and 8, spend-based Exiobase (2020–2024) emission factors have been used without adjustment for inflation. Defra and IEA factors have been applied for Scope 3.3 (2021–2025). For Scope 3.7, factors from Defra (2025) and Germany’s Umweltbundesamt (UBA) (2024) were applied. Dorsch Global is committed to applying the most recent emission factors available.

Financial data

When financial data is used for spend-based emission calculations in the categories 3.1, 3.2, 3.6, and 3.8, the data is unaudited as emission calculations took place before the financial audit was concluded.

Non-material GHG emission source exclusions

Certain emission sources are considered not material or not applicable for Dorsch Global, as outlined below.

Emission source	Explanation
Scope 1.3 Chemical emissions	No material operations of process engineering systems at Dorsch Global offices.
Scope 1.4 Fugitive emissions	No material operations of cooling systems at Dorsch Global offices.
Scope 2.2 Steam	No material purchased steam at Dorsch Global offices.
Scope 2.4 Cooling	No material purchased cooling at Dorsch Global offices.
Scope 2.5 Other forms of energy	No material other forms of energy purchased at Dorsch Global offices.
Scope 3.4 Transportation and distribution	No transportation or distribution of products at Dorsch Global offices.
Scope 3.5 Waste	Absence of industrial waste. Waste generated at Dorsch Global has been assessed to be < 1% of total GHG emissions.
Scope 3.9 Downstream transportation and distribution	No transportation or distribution of products at Dorsch Global.
Scope 3.10 Processing of sold products	No sold products to be processed at Dorsch Global.
Scope 3.11 Use of sold products	No sold products to be used downstream at Dorsch Global.
Scope 3.12 End-of-life treatment of sold products	No sold products to receive end-of-life-cycle treatment at Dorsch Global.
Scope 3.13 Downstream leased assets	No downstream leased asset activity exists at Dorsch Global.
Scope 3.14 Franchises	No franchises associated with Dorsch Global.

Methodologies, estimations and assumptions in carbon accounting

Scope category	Methodology, estimations, and data gaps	Scope category	Methodology, estimations, and data gaps
1.1 Stationary combustion	<ul style="list-style-type: none"> - Includes natural gas and heating oil consumed in our offices. - Where data is incomplete (e.g., due to invoice cycles), partial or historic data is applied to extrapolate or estimate consumption, taking into consideration the respective heating degree days. - Where partial or historic data is unavailable, estimates are based on office size by applying energy intensity factors (kWh per m²) derived from comparable offices or suitable public benchmarks. - In the absence of controls (e.g., for leased offices with lump-sum rental agreements where landlords manage energy use), emissions are estimated based on office size and reported under Scope 3.8 Upstream leased assets. If the office size is unknown, a spend-based approach is applied. 	3.2 Capital goods	<ul style="list-style-type: none"> - Includes goods required to conduct our work. - Spend-based data is sourced from our financial consolidation system. - Due to data not being available at a sufficiently granular level, assumptions are occasionally made regarding the allocation of certain items to their respective categories.
1.2 Mobile combustion	<ul style="list-style-type: none"> - Company cars are accounted for by consumption or distance travelled. Differentiation is made between petrol, diesel, hybrid, and electric vehicles. Electric vehicles are captured in Scope 2. - Where data is incomplete, partial or historic data is applied to extrapolate or estimate consumption or distance travelled. 	3.3 Fuel- and energy-related activities	<ul style="list-style-type: none"> - Dorsch Global accounts for upstream emissions of purchased energy (well-to-tank) as well as transmission and distribution (T&D) for all energy-related activities. - Emissions are calculated according to the mapped emission factors. - Data gaps are filled analogue to the methodology for missing Scope 1 and 2 data.
2.1 Purchased electricity	<ul style="list-style-type: none"> - Includes electricity consumed in our offices. - Emissions are reported using location-based (grid average) factors and, where applicable, a market-based method. Where market-based emission factors are not available, the location-based method is applied. - Electric company cars are accounted for by consumption or distance travelled. - Where data is incomplete (e.g., due to invoice cycles), partial or historic data is applied to extrapolate or estimate consumption. When historic data covers a full or partial year prior to the reporting year, consumption is annualised to represent a full-year equivalent using flat extrapolation (no growth or efficiency correction). Where partial data exist but does not cover the full year, missing days are estimated using time proportionate extrapolation based on the known consumption period. - Where partial or historic data is unavailable, estimates are based on office size by applying energy intensity factors (kWh per m²) derived from comparable offices or suitable public benchmarks. - In the absence of controls (e.g., for leased offices with lump-sum rental agreements where landlords manage energy use), emissions are estimated based on office size and reported under Scope 3.8 Upstream leased assets. If the office size is unknown, a spend-based approach is applied. 	3.6 Business travel	<ul style="list-style-type: none"> - Includes business travel by car, train, and plane, as well as hotel nights and accommodations rented for < 30 days. Cars leased for < 30 days and private cars used for business travel are also included. - Longer-term staff accommodation is captured under Scope 3.8. - Where available, emission data is sourced from travel management software. Alternatively, spend- and distance-based calculations are applied.
2.3 Purchased heat	<ul style="list-style-type: none"> - Includes district heat consumed in our offices. - Data gaps are managed similarly to gaps in Scope 1.1 Stationary combustion and Scope 2.1 Purchased electricity. - Supplier-specific emission factors are currently not applied. Dorsch Global is committed to increasing the share of supplier-specific emission factors. 	3.7 Employee commuting	<ul style="list-style-type: none"> - To obtain country-specific modal splits, internal consultations were held. Headcount was allocated as a percentage across predefined distance categories to determine total commuting distances. The modal split is applied, along with the respective emission factors for each mode of transport. - Assumed working days account for national holidays, annual leave, and home office days. - Commuting emissions rely on surveys and assumptions regarding average distances and modal splits. - Results reflect estimated patterns rather than exact individual trips.
3.1 Purchased goods and services	<ul style="list-style-type: none"> - As a service provider, Dorsch Global focuses on the emissions of its purchased services. Goods required to conduct our work are captured under Scope 3.2 Capital goods. - Spend-based data is sourced from our financial consolidation system. - Emissions from purchased architectural and engineering services were estimated using an intensity-based approach. Freelancers and sub-consultants are assumed to have similar activity profiles and energy use patterns as our employees. A custom intensity factor was derived from Scope 1 and 2 emissions and applied to the relevant expenditures. - Due to data not being available at a sufficiently granular level, assumptions are occasionally made regarding the allocation of certain items to their respective categories. 	3.8 Upstream leased assets	<ul style="list-style-type: none"> - Includes long-term staff accommodation rented for > 30 days. - Includes emissions from leased offices with lump-sum rent agreements where landlords manage energy use. Emissions are estimated based on office size using a company-specific intensity factor (kWh/m²) derived from comparable offices or a reference value from recognised external sources. If the size or energy source are unknown, a spend-based approach is applied with data sourced from our financial consolidation system.
		3.15 Investments	<ul style="list-style-type: none"> - Includes legal entities that are not part of the consolidated accounting group, but in which Dorsch Global holds equity shares. - Where investees provide Scope 1 and 2 data, the investment-specific method is applied. If data is unavailable, the average-data method is used. - Emissions are included proportionate to the equity ownership percentage.

Glossary

Term	Definition
Carbon credit	A transferable or tradable instrument that represents one metric tonne of CO ₂ -equivalent emission reduction or removal and is issued and verified according to recognised quality standards.
Carbon Dioxide (CO ₂) equivalent (e)	The universal unit of measurement to indicate the global warming potential (GWP) of each greenhouse gas, expressed in terms of the GWP of one unit of carbon dioxide. It is used to evaluate releasing (or avoiding releasing) different greenhouse gases on a common basis.
Confirmed incident of corruption or bribery	An incident of corruption or bribery that has been found to be substantiated. Confirmed incidents do not include incidents still under investigation at the end of the reporting year.
Double materiality	Double materiality comprises two dimensions: impact materiality and financial materiality. A sustainability matter is deemed material if it is significant from either the impact or financial perspective, or both.
Employee	An individual who is in an employment relationship with Dorsch Global or its companies according to national law or practice.
Environmental incident	Environmental violations or notices of violations in our client projects, raised by or reported to a regulatory environmental authority that resulted in a monetary fine for a Dorsch Global company. Detected violations are measured in absolute numbers.
Greenhouse Gas Protocol	The Greenhouse Gas Protocol sets comprehensive global standardised frameworks to measure and manage GHG emissions from private and public sector operations, value chains, and mitigation actions.
Headcount	Headcount at Dorsch Global includes employees, trainees, working students, and apprentices. Legal representatives, interns, freelancers, employees on parental leave, and employees on long-term sick leave are not included.
Health and safety management system	A health and safety management system, within and in compliance with the legal jurisdictions we work in, generally comprises an organisation-wide process including policy, procedures, and guidelines that are intended to reduce accidents, incidents, illness, and danger to employees and other personnel that work in direct contract with Dorsch Global and its companies.

Term	Definition
Management body	Dorsch Global Executive Board.
Non-employee	Individuals with limited-duration contracts to supply Dorsch Global with labour ('self-employed'), or people provided by companies primarily engaged in employment activities.
Non-guaranteed hours employees	Individuals employed without a guarantee of a minimum or fixed number of working hours. The definition of non-guaranteed hours employees differs between countries. Dorsch Global applies the definitions as per the national laws of the country of employment to calculate country-level data.
Permanent and temporary employees	The classification between permanent and temporary employees is made locally by each region's or country's HR function based on the terms of local employment contracts and in line with national legislation. Country-level data is then compiled and consolidated at the global level.
Recordable work-related injuries/ill health	Work-related injury or ill health that results in i) death, days away from work, restricted work, transfer to another job, medical treatment beyond first aid, or loss of consciousness; or ii) significant injury or ill health diagnosed by a physician or other licensed healthcare professional, even if it does not result in death, days away from work, restricted work, job transfer, medical treatment beyond first aid, or loss of consciousness.
Work-related incident	An incident that results in injury or ill health is often referred to as an 'accident.' As Dorsch Global and its companies operate in various countries, the definition of a work-related accident or injury is based on national legislation.
Work-related injuries	Work-related injuries arise from exposure to hazards at work. Occupational diseases and work-related musculoskeletal disorders are covered under work-related ill health.

GDR-P

Policy inventory

The interests of affected stakeholders are considered during policy setting through company-wide consultations with all regions and relevant functions (e.g., HR, Legal, Compliance).

All policies are applicable to all our geographies unless indicated otherwise.

Policy name	Policy overview and content	Scope	Standards we commit to	Applicability
Human Rights Policy	This policy outlines our key commitments focused on human rights. It aims to ensure that we respect and uphold the dignity and rights of all individuals, including our employees, business partners, and the communities we serve.	<ul style="list-style-type: none"> - All employees - Business partners - Own operations and value chain 	<ul style="list-style-type: none"> - International Bill of Human Rights - International Labour Organization's (ILO) eight Core Labour Rights Conventions - United Nations Guiding Principles on Business and Human Rights (UNGPs) - OECD Guidelines for Multinational Enterprises on Responsible Business Conduct 	ESRS 2, S2, S2
Code of Conduct	The Code of Conduct outlines our principles of ethics and behaviour and serves as a moral compass for our day-to-day decisions and actions. The Code is built on four pillars: acting with integrity, ensuring equal opportunities, acting responsibly, and conducting business transparently. It reinforces our commitment to ethical conduct, inclusivity, and accountability by setting clear expectations about zero tolerance for retaliation, protecting whistleblowers, preventing discrimination, and promoting fair treatment. Through these principles, we foster a culture of trust, respect, and integrity in all aspects of our work.	<ul style="list-style-type: none"> - All employees - Own operations 	<ul style="list-style-type: none"> - United Nations Convention Against Corruption (UNCAC) - International Bill of Human Rights - ILO eight Core Labour Rights Conventions - UNGPs - OECD Guidelines for Multinational Enterprises on Responsible Business Conduct 	ESRS 2, S2, G1
Code of Conduct for Business Partners	The Code of Conduct for Business Partners defines the ethical, legal, and sustainability standards we expect from all business partners. It requires compliance with laws, integrity in business conduct, respect for human rights, fair working conditions, safe workplaces, and responsible environmental practices to ensure ethical, transparent, and sustainable collaboration.	<ul style="list-style-type: none"> - Business partners - Value chain 		S2, G1
Gifts, Entertainment, and Contributions Policy	The policy outlines the guidelines and approval requirements for Dorsch Global employees when accepting or granting gifts, entertainment, and contributions to or from public officials and business partners. It applies to every location worldwide, both during and outside of working hours, as well as during off-duty activities if they have a business connection.	<ul style="list-style-type: none"> - All employees - Own operations 		G1
Compliance Case Management and Investigation Procedure	The procedure outlines the principles and processes for identifying, assessing, investigating, and resolving misconduct or compliance matters in a consistent, fair, transparent, and timely manner. It covers reports and cases involving misconduct or compliance concerns such as corruption, harassment, data privacy violations, conflicts of interest, bribery, and other breaches of laws, regulations, policies, and our Code of Conduct.	<ul style="list-style-type: none"> - All employees - Own operations 		ESRS 2, G1
Antitrust Policy	The policy defines the standards for ensuring fair competition and compliance with global antitrust and competition laws. It outlines prohibited behaviours such as price fixing, bid rigging, and information sharing among competitors. It also provides practical guidance on managing business relationships with competitors and other business partners.	<ul style="list-style-type: none"> - All employees - Own operations 		G1
Business Partner Compliance Due Diligence Procedure	The procedure outlines our process for assessing the integrity, compliance, and ethical conduct of potential business partners before entering into formal agreements or contracts. This includes automated screening and risk assessment, as well as detailed due diligence investigations and sanction screenings. The process aims to mitigate legal and reputational risks associated with engaging business partners involved in misconduct or unethical actions.	<ul style="list-style-type: none"> - Own operations 		G1, S2

Policy name	Policy overview and content	Scope	Standards we commit to	Applicability
Human Resource Compliance Procedure	This procedure integrates compliance principles into the entire human resources lifecycle – including recruitment, onboarding, training, monitoring, and offboarding – for both employees and freelancers. It includes integrity checks, new hire declarations, and mandatory compliance training to proactively identify, address, and prevent potential risks at an early stage.	<ul style="list-style-type: none"> – All employees and non-employees – Own operations 		G1
Health and Safety Policy	This policy establishes the H&S commitment and framework within Dorsch Global in line with relevant jurisdictional legislation, as well as international standards and conventions. We strive for zero work-related injuries through effective H&S management systems, strict regulatory compliance, and a strong safety culture where everyone takes ownership. We set clear H&S performance goals, collaborate with stakeholders for continuous improvement, and recognise excellence in safety. Our goal is to be the provider of choice for safe and responsible operations.	<ul style="list-style-type: none"> – All employees – Own operations and value chain 		S1
Environmental Policy	This policy provides a framework for achieving best-in-class environmental performance across Dorsch Global. It also guides our actions, ensuring that sustainability is embedded across our operations, projects, and decision-making for the benefit of our business, society, and the environment. It focuses on protecting ecosystems, promoting sustainable resource use, and minimising pollution. We are committed to reducing our GHG emissions while delivering sustainable solutions through our global teams. We foster a culture of zero environmental incidents, empowering employees to report and address environmental concerns promptly.	<ul style="list-style-type: none"> – All employees – Own operations and value chain 		E1
Work Culture Policy*	The policy promotes a strong, respectful, and open working culture based on Dorsch Global's core values, ensuring psychological safety, open communication, active social dialogue, and co-determination. It supports cooperation with employee representatives and organised labour unions (where legally permitted), protects employees' rights, and encourages free expression. Its implementation includes leadership training, confidential reporting channels, and regular consultations to foster engagement, trust, and a collaborative work environment. It applies to all aspects of employment, including recruitment, training, promotion, remuneration, daily interactions, and institutional cooperation with employee representatives, where such representation is allowable within the countries where we operate.	<ul style="list-style-type: none"> – All employees – Own operations 		S1, G1
Equal Opportunities Policy*	The policy aims to create an inclusive and diverse work environment that is free from discrimination and offers equal opportunities to all, within an atmosphere of inclusivity. It encourages merit-based, non-discriminatory practices, career progressions independent of personal characteristics, intercultural collaboration, targets, awareness training, accessible reporting channels, and barrier-free workplaces. The policy covers all areas of working life, from recruitment to professional development and remuneration.	<ul style="list-style-type: none"> – All employees – Own operations 	<ul style="list-style-type: none"> – UN Convention on the Rights of Persons with Disabilities (CRPD) – International Bill of Human Rights – ILO Core Labour Rights Conventions – UNGPs – OECD Guidelines for Multinational Enterprises on Responsible Business Conduct 	S1
Working Environment Policy*	The policy sets out the company's commitment to a corporate culture grounded in transparency, respect, reliability, integrity, and responsibility. It forms the framework for human resources decisions, ensuring fair, safe, and sustainable working conditions. The policy covers the topics of job security, healthy working hours, fair remuneration, work-life balance, and protection from workplace violence and harassment. Our working conditions aim to support the satisfaction, motivation, and development of our people while maintaining our long-term attractiveness as an employer, backed by clear processes, training, health programmes, and grievance mechanisms.	<ul style="list-style-type: none"> – All employees – Own operations 		S1, G1
Employee Learning and Development Policy*	The policy supports the development of a skilled and future-ready workforce through continuous learning and personal growth. Using the 70:20:10 learning model, it promotes experiential, collaborative, and formal learning, supported by regular development meetings, performance appraisals, and targeted training to strengthen expertise and innovation.	<ul style="list-style-type: none"> – All employees – Own operations 		S1

* These policies were elaborated in 2025 and formally approved in 2026.

Global policies are typically an addition to and not a replacement for any existing policies at the company level. Should there be any local, specific legal requirements that are not covered by a global policy, each company is responsible for including these in their specific policies.

Shaping a sustainable tomorrow – together.

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