



dss+

Protect. Transform. Sustain.

Purpose in Practice

Impact report 2025

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Introduction



dss+ at a glance

dss+ is a privately held global consulting firm headquartered in Geneva, Switzerland.

We work with companies in high-risk, high-impact industries to reduce risk, improve performance and strengthen long-term resilience. Our work spans sectors including energy, chemicals, manufacturing, food, mining, and transport – and is grounded in a shared purpose: to save lives and create a more sustainable future.

With a global team of over 1,800 professionals across 41 countries, we bring diverse perspectives and hands-on experience to every engagement.

Our services:

- Improve safety performance and risk value protection
- Enhance operational performance
- Maximise sustainability and ESG impact
- Leverage AI for risk prevention
- Transform culture
- Build capabilities through training
- Deliver the confidence for capital investments

Our core values:



HEALTH AND SAFETY



ENVIRONMENTAL STEWARDSHIP



RESPECT FOR PEOPLE



ETHICAL BEHAVIOUR

Awards and recognition



2000+
PEOPLE DELIVERING
IMPACT GLOBALLY

41

COUNTRIES IN WHICH WE'RE LOCATED

with **140+**

NATIONALITIES WORKING TO SUPPORT CLIENTS

OVER **US\$300** million

IN REVENUE GENERATED BY DRIVING OUR PURPOSE: to save lives and create a more sustainable future

CEO letter

At dss⁺, our purpose is to save lives and create a more sustainable future. The most significant way we create impact is through our work with clients systems: helping organisations drive and sustain transformation in safety, operations and sustainability. We see this purpose realised in practice, particularly in complex industrial environments where the consequences of failure are immediate.

In these environments, organisations are under constant pressure to operate more safely, more reliably and more sustainably, often while managing increasing complexity and volatility. In our experience, the challenge is rarely a lack of ambition. It is translating ambition into consistent execution under real operating conditions.

This is what we mean by Purpose in Practice. It is reflected in how work is planned, led and executed; in the consistency of decisions, the control of risk and the ability to sustain performance over time.

This is also how we define impact.

Impact is not a short-term uplift. It is measurable improvements in safety, operational performance and sustainability that are embedded in day-to-day operations and sustained in practice.

This report sets out how we approach that. It clarifies the distinction between what we are accountable for as a business and what we contribute to through our work with clients. Where client outcomes are referenced, they illustrate the results our work supports, not outcomes we claim to own.

Our work takes place on client sites; alongside the people, systems and routines that shape performance every day. We focus on leadership, capability, systems and behaviours because this is what makes change hold.

Increasingly, these operating environments have integrated digital and AI-enabled tools. These technologies have significant potential to improve performance, but their value is realised only when they strengthen decision-making and execution in practice.

Within this context, the 2025 report articulates how we approach impact in practice improving how work is carried out so that performance is not only improved, but sustained.

Daide Vassallo
Chief Executive Officer, dss⁺



Watch Daide
speak about impact



Purpose in Practice

Why dss+ works in high-risk, high-impact industries

The 2025 Impact Report shows how dss+ brings its purpose to life: by helping clients improve safety, strengthen performance and build more sustainable operations, while holding itself accountable as a responsible business.

1

We work where it matters most.

We support companies in high-risk, high-impact industries where safety, reliability and sustainability have real consequences for people, operations and the environment.

[Read more on pages 9–10](#)

2

We turn ambition into practical change.

We do not only advise on strategy. We work inside client operations to improve how work is planned, led, executed and sustained.

[Read more on pages 11–12](#)

3

We deliver measurable client impact.

The report shows examples of improved safety performance, operational efficiency, resilience, cost savings and risk control across major industrial clients.

[Read more on pages 15–22](#)

4

We have global scale with specialist operational depth.

With over 2,000 people, 140+ nationalities, work delivered in 41+ countries in 2025, and 2,000 clients, we combine global reach with hands-on operational expertise.

[Read more on pages 4–5, 14](#)

5

We hold ourselves accountable.

We choose to voluntarily disclose on ESG performance, governance, safety, people, ethics, climate, data security and value chain practices, and became a UN Global Compact signatory in 2025.

[Read more on pages 24–43](#)

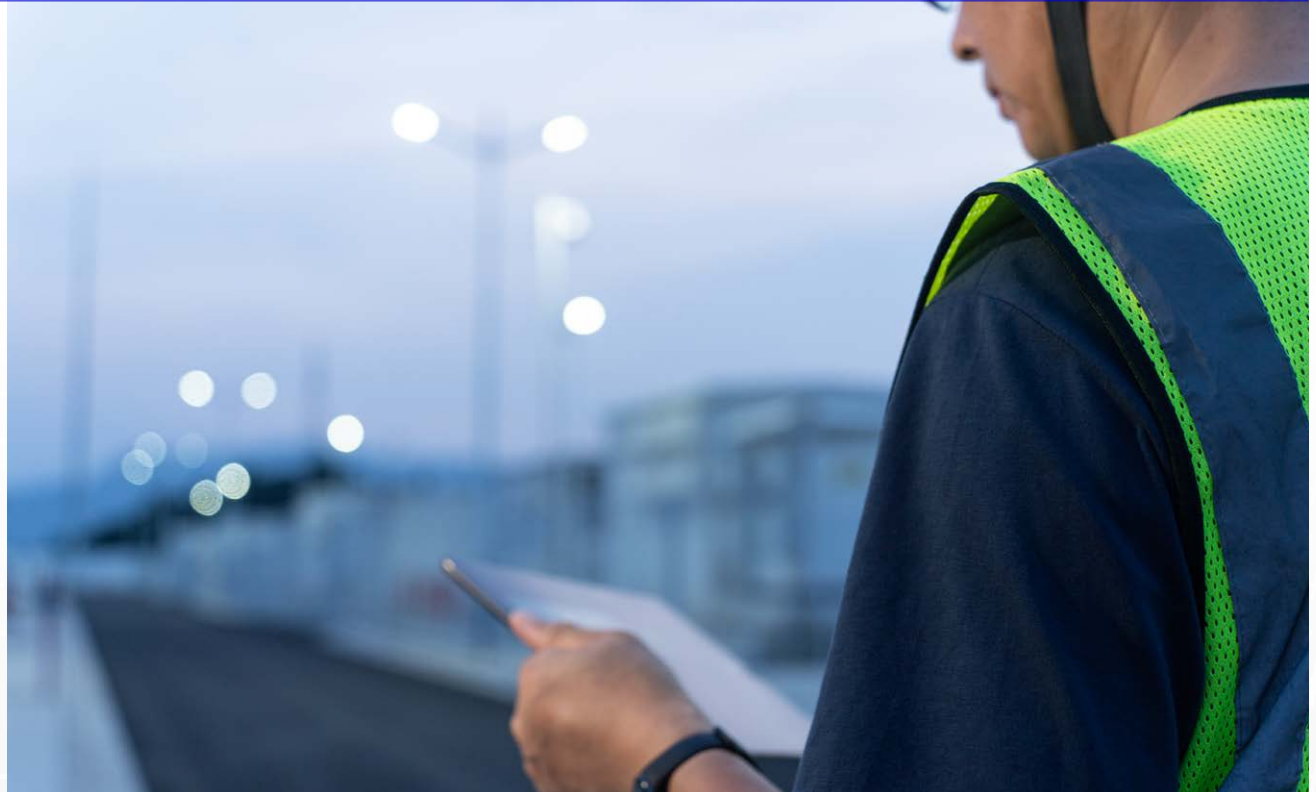
About this report

In this report, we focus on what can be clearly evidenced within defined engagements: changes in systems and practices, shifts in behaviour, and measurable improvements in performance where before-and-after data is available. We do not report estimated or extrapolated impact beyond our direct involvement.

This report covers global operations of dss⁺ for the year ended 31 December 2025, including all regions in which we operate and all dss⁺ subsidiaries. Group-wide strategies and actions applied to all dss⁺ employees. If an initiative or policy concerns only certain employees, its scope and applicability will be specified.

Where primary data is not fully available, estimates are used. dss⁺ continues to improve data completeness and quality year-on-year. Any material changes, corrections or restatements to previously reported information are disclosed in the relevant section of the report.

Further details on methodologies, assumptions and reporting boundaries are available in the transparency and ongoing development section, and on our website, including supporting disclosures and definitions.



This report covers global operations of dss⁺ for the year ended 31 December 2025, including all regions in which we operate and all dss⁺ subsidiaries.

Our story



The reality of industrial environments

Our work is embedded in our client's operations where we work in high-hazard, complex industrial environments to help organisations achieve lasting improvements in safety, operational performance and sustainability under real operating conditions. Our most significant impact is created through this client work.

Operations carried out in such high-risk environments can be precarious. Decisions must be made in real-time, with incomplete information and competing priorities, while concurrently balancing safety, performance and operational continuity.

Performance can break down when execution becomes inconsistent. Even small deviations can accumulate quickly, particularly where coordination is weak or control is reduced.

The consequences can be significant: loss of life, safety incidents, production disruptions, and environmental disasters.

These are the realities of the environments in which we operate. **Performance is determined by how work is carried out in practice, leadership behaviours and the consistency with which it is executed over time.**



The challenges our clients face

The following figures provide global context for the scale, complexity and consequence of the industrial systems in which our clients operate.

Our clients operate within large, complex and globally significant systems. These systems underpin supply chains, economies and the delivery of essential materials and services, through extensive physical asset bases, capital intensity, continuous production and interconnected global networks.

These systems carry real consequence in daily operation.

Each year, **2.93 million** people die from work-related causes, with a further **395 million** getting injured at work, resulting in an estimated **\$3 trillion** in economic losses (3.9% of global GDP)¹.

Failure in these environments has immediate and material consequences for both people and operations.

They also operate at a scale that is difficult to isolate or control.

Approximately **800 million** people work across industrial operations globally, within tens of thousands of high-risk facilities, including more than 30,000 power plants and over 12,000 mining operations².

These systems process over **100 billion** tonnes of materials each year and move goods across global supply chains, with more than **80%** of global trade by volume transported by sea, equating to over **60 trillion** tonne-miles annually³.

These systems are also operating under increasing pressure.

Industrial activity accounts for approximately **24–30%** of global greenhouse gas emissions, with over **37 billion** tonnes of CO₂ emitted annually from energy systems⁴.

At the same time, **40%** of workforce skills are expected to change by 2030, creating structural capability challenges across already complex operations⁵.

In practice, these factors are intrinsically linked.

As highlighted in the World Economic Forum Global Risks Report 2025, the most significant risks within industrial environments are increasingly interconnected. In practice, this means that disruptions and failures do not occur in isolation. They propagate across assets, supply chains and workforce execution, creating simultaneous pressure on safety, reliability and performance.

This is the operational reality for our clients.

This is where we focus our work: operations, where targeted improvements in critical activities can influence performance across the wider system over time.

¹International Labour Organization (ILO), Safety and Health at Work <https://www.ilo.org/topics-and-sectors/safety-and-health-work> ILO estimate: 2.93 million work-related deaths; 395 million non-fatal injuries; ~3.94% global GDP impact

²World Bank; International Labour Organization; World Resources Institute (WRI); International Council on Mining and Metals (ICMM)
 • World Bank employment data (industry share): <https://databank.worldbank.org/source/world-development-indicators>
 • WHO global workforce reference: <https://www.who.int/activities/promoting-healthy-safe-and-resilient-workplaces-for-all>
 • WRI Global Power Plant Database: <https://www.wri.org/research/global-database-power-plants>
 • ICMM Global Mining Dataset 2025: <https://www.icmm.com/en-gb/research/data/2025/global-mining-dataset>
 800 million industrial workers is a modelled estimate based on global employment and industry share

³United Nations Environment Programme (UNEP); UNCTAD

• Global Resources Outlook 2024: <https://www.resourcepanel.org/reports/global-resources-outlook-2024>

• Global material flows (~100+ billion tonnes): <https://onlinelibrary.wiley.com/doi/10.1111/jiec.13593>

• UNCTAD Review of Maritime Transport 2024: https://unctad.org/system/files/official-document/rmt2024overview_en.pdf

⁴Intergovernmental Panel on Climate Change (IPCC); International Energy Agency (IEA)

• IPCC AR6 Working Group III (Industry emissions ~24–30%): <https://www.ipcc.ch/report/ar6/wg3/>

• IEA Global Energy Review 2025 (CO₂ emissions ~37.8 Gt): <https://www.iea.org/reports/global-energy-review-2025/co2-emissions>

⁵World Economic Forum (WEF), Future of Jobs Report 2023 <https://www.weforum.org/reports/the-future-of-jobs-report-2023>

⁶World Economic Forum (WEF), Global Risks Report 2025 https://reports.weforum.org/docs/WEF_Global_Risks_Report_2025

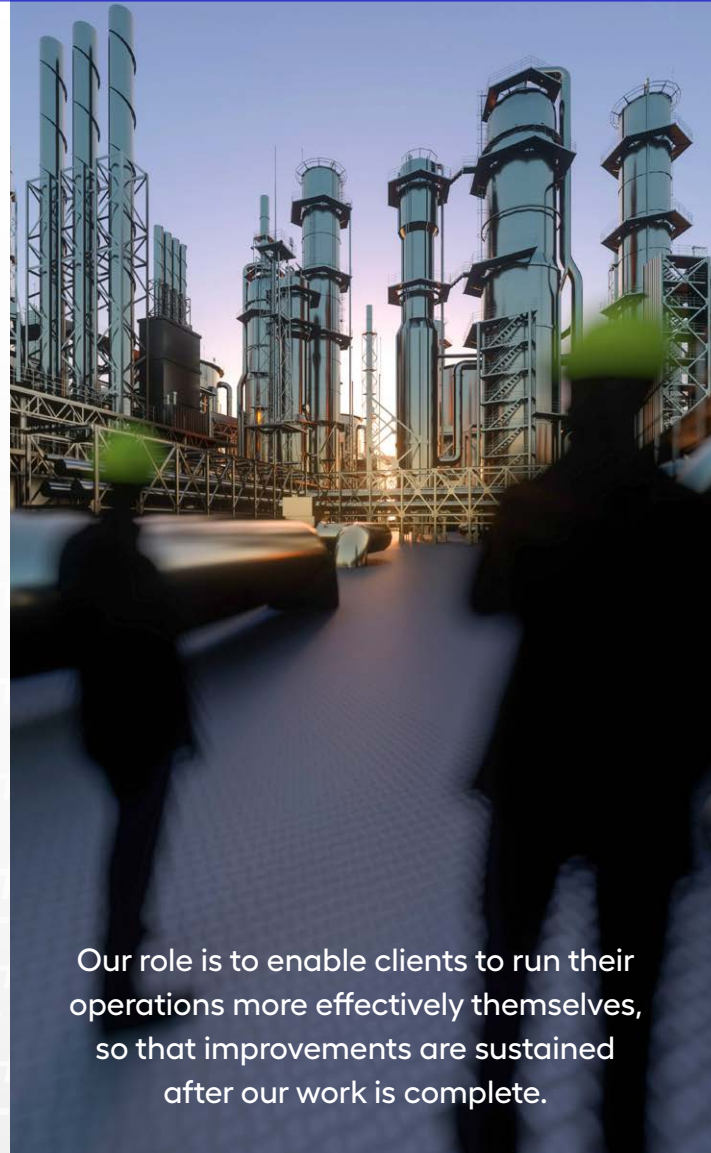
What we do

We work within high-hazard, complex industrial environments to help organisations achieve lasting improvements in safety, operational performance and sustainability under real operating conditions.

Our work spans seven core areas, reflecting how we are engaged by clients and how value is created in practice.

All of our work is delivered alongside client teams, within their operations. We do not operate assets or take ownership of operations. Our role is to enable clients to run their operations more effectively themselves, so that improvements are protected, transformed and sustained after our work is complete.

Across these areas, we help clients improve how work is planned, managed and executed, with systems, behaviours and data-enabled tools aligned to support better decisions and control.



Our role is to enable clients to run their operations more effectively themselves, so that improvements are sustained after our work is complete.

1 Improve safety performance and protect value

Strengthening risk-based decision-making so that critical risks are understood, owned and controlled while improving resilience and protecting value.

2 Enhance operational performance

Improving how work is planned, coordinated and executed so that performance is stable, predictable and repeatable.

3 Maximise sustainability and ESG impact

Embedding sustainability and ESG priorities into operational and capital decisions so that they contribute to performance, resilience and long-term value.

4 Leverage AI for risk prevention (dss⁺360)

Applying digital, data and AI-enabled tools where they strengthen visibility, decision-making and control in operations.

5 Transform culture

Shaping leadership, mindsets and behaviours to align teams, reinforce accountability and sustain change.

6 Build capabilities through training

Developing the knowledge, skills and behaviours required to reduce risk, improve performance and sustain change.

7. Deliver the confidence to invest

Helping public and private clients unlock value in project finance, asset acquisition and project transactions.

How we enable transformation in practice

Our integrated transformation model focuses on the organisational enablers that determine whether change holds in practice: governance and operating model, standards, processes and systems, organisation and capabilities, and leadership and culture.

Together, these elements help align how work is directed, executed, reinforced and sustained under real operating conditions.

CLOSING THE GAP FROM INTENT TO IMPACT

Lasting transformation takes more than a strong strategy – it takes an organisation built to deliver.

Our approach activates the core enablers that drive enduring change, closing the gap between intent and impact.



IMPACT DOESN'T COME FROM STRATEGY – IT COMES FROM SUCCESS IN IMPLEMENTATION.

3

Our client impact



Patterns across our client work



These figures show recurring patterns across dss+ engagements over time. They indicate where our work is most often concentrated across operating environments, sectors, delivery focus areas and capability-building reach.

The mix varies by client context, maturity and the specific problem to solve. Where specialist expertise or technology is required, we work with strategic partners while maintaining consistent delivery standards.

2/3

OF OUR ENGAGEMENTS TAKE PLACE IN FRONTLINE AND OPERATIONAL ENVIRONMENTS, where execution directly influences safety, reliability and performance.

40%

DIGITAL, DATA AND AI-ENABLED TOOLS INCREASINGLY INTEGRATED INTO OUR WORK improving how decisions are made and applied in day-to-day operations.

60%

IMPROVEMENTS ARE OFTEN DELIVERED THROUGH CHANGES TO SYSTEMS AND PROCESSES supported by capability building to sustain performance over time.

40%

OF SUSTAINABILITY AND RISK CONSIDERATIONS ARE INTEGRATED INTO AN INCREASING SHARE OF ENGAGEMENTS reflecting their importance to operational resilience and long-term performance.

65%

OF ENGAGEMENTS ARE DELIVERED IN SAFETY-CRITICAL INDUSTRIES including energy, mining and chemicals, where the consequences of failure are immediate and material.

Achieving two years of fatality-free operations through leadership-led safety transformation

Company: Gold Fields **Sector:** Mining **Geography:** Global **Workforce:** 23,000+ including contractors

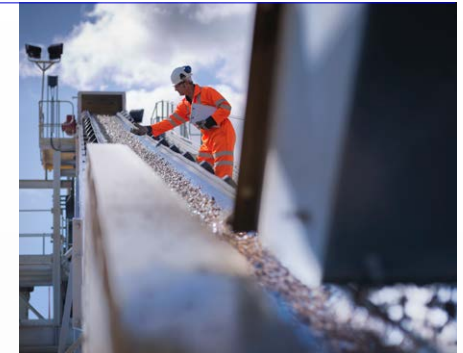
In 2024, Gold Fields identified safety performance as its most critical priority focus area, following a period marked by regrettable fatalities and serious injuries. These events reinforced the urgent need to rethink the company's approach to safety. It became clear that achieving the company's aspiration, to ensure every person goes home safe and well at the end of each shift, would require more than improved systems and processes. It demanded a fundamental shift in leadership behaviour, risk ownership and organisational culture.

To achieve this, Gold Fields partnered with dss+ to provide a fact-based view of the current maturity level, helping to identify quick wins that could immediately reduce risk and strengthen safety culture and performance. The company recognised that sustainable improvement in safety performance required a deeper shift in how leaders think about safety, how they support their teams, how risk is managed and how the organisation learns.

The transformation began by changing how leaders engaged in the field. Leaders increased their presence around high-consequence work, spent more time coaching frontline teams and intervened earlier when conditions were not safe. dss+ supported this shift by helping leaders apply a more disciplined, risk-focused approach to how work was planned, supervised and executed.

The work also focused on improving how critical risks were identified and managed in day-to-day operations. Early efforts concentrated on helping leaders and frontline teams recognise weak controls, escalate concerns sooner and intervene before incidents occurred. Over time, the company introduced clearer standards, more consistent risk routines and stronger alignment between leadership expectations and frontline execution. Because contractors play a critical role across mining operations, contractor leaders and teams were included throughout the transformation.

Over time, these changes translated into measurable outcomes. Gold Fields achieved two years without a fatality, alongside an improvement in leaders' values, attitudes and beliefs related to safety. A recent survey also indicated an improvement in psychological safety. Just as importantly, the company has strengthened how it manages risk in practice, with clearer expectations, more consistent routines and stronger alignment between leadership intent and frontline execution.



It became clear to me that what needed to change started with us as leaders – how we think about safety, how we show up, and how we hold each other to account for getting it right every day”.

Mike Fraser,
CEO, Gold Fields

Quantifying physical climate risk to inform resilience and investment decisions

Company: Major GCC Oil & Gas Company **Sector:** Oil & Gas **Geography:** Middle East **Workforce:** 60,000+

As exposure to physical climate hazards increased across its asset base, a major oil and gas company needed to understand the potential impact on infrastructure, production, and operations. Existing assessments identified risks, but did not provide the financial clarity required to prioritise actions or guide investment decisions.

The company partnered with dss+ to assess physical climate risks and translate them into quantified financial exposure. The work began with scenario-based modeling of acute and chronic hazards, aligned with IPCC pathways, to evaluate risk across multiple time horizons.

This was combined with a detailed review of asset-specific processes, systems and equipment. Site visits were used to validate vulnerabilities, assess existing controls and identify gaps between potential and residual risk. For example, the assessment examined how changing environmental conditions could accelerate asset degradation, affecting equipment integrity and increasing the likelihood of failure over time. The analysis was grounded in how assets operate in practice, rather than relying solely on theoretical modeling.

The results were integrated into a dynamic financial model linking hazard exposure, asset vulnerabilities and operational data to estimate Value at Risk across infrastructure, production and operating expenditure. This enabled risks to be prioritised based on both probability and financial impact.

The assessment identified 32 critical vulnerabilities, focusing attention on the most material risks and defining targeted adaptation actions. These ranged from asset-level resilience measures to broader operational and strategic interventions.

More importantly, the company now has a structured approach to managing physical climate risk. By quantifying Value at Risk across its asset base, the organisation can prioritise capital investment against the most material exposures, strengthen resilience across critical assets, and support more informed insurance and financial planning. The model also provides a basis for ongoing monitoring, allowing risks to be reassessed as conditions change and ensuring that adaptation decisions remain aligned with evolving climate scenarios.



32

CRITICAL VULNERABILITIES,
FOCUSING ATTENTION ON
THE MOST MATERIAL RISKS
AND DEFINING TARGETED
ADAPTATION ACTIONS

A NEW, STRUCTURED
APPROACH TO MANAGING
PHYSICAL CLIMATE RISK

Strengthening safety performance through immersive learning and frontline engagement

Company: Evryo **Sector:** Electricity Distribution **Geography:** Romania **Workforce:** ~2,000

Following a change in ownership, safety was identified as a potential risk to the investment. While systems, governance, and policies were in place, there was limited visibility on how consistently they were applied in the field. dss⁺ was engaged to provide an independent assessment and support the organisation in strengthening safety performance.

The assessment identified a clear gap between perceived safety maturity and day-to-day practice. Employee engagement was high, with a 95% response rate to the Safety Perception Survey™, and safety was widely recognised as a core value. However, field observations and data showed inconsistent application of critical controls, underreporting of near misses and uneven leadership presence on safety. The organisation's view of its performance did not fully reflect how work was being carried out in practice.

Evryo worked with dss⁺ on a safety transformation programme to close this gap. Rather than introducing new systems, the emphasis was placed on changing how safety was experienced and acted upon across the organisation.

Communication was repositioned as a mechanism to influence behaviour. Leaders were supported to engage teams in direct conversations about risk, challenge assumptions and surface unsafe conditions earlier. This shift was reinforced through immersive learning, including virtual reality scenarios that placed employees in realistic high-risk situations. Experiencing the consequences of decisions in a controlled environment strengthened individual awareness of risk and accountability for safe behaviour.

This approach changed how safety was managed in practice. Leaders became more present in the field, moving from checking compliance to engaging on risk. Employees spoke up more openly about unsafe conditions and safety discussions became more directly linked to operational realities.

The organisation now has a clearer view of how risk is managed across its operations and greater discipline in how critical controls are applied. This closes the gap between how safety is defined and how work is carried out, enabling earlier identification of risk and more effective intervention when it matters.



We thought we were doing the right things on safety, but the reality in the field showed clear gaps. What changed was how people engage with risk. Conversations are more open, and people take ownership of safety every day”.

Angelica Răducanu,
Chief Administrative Officer, Evryo

Regaining control of performance during a high-stakes manufacturing transition

Company: Bombardier **Sector:** Aerospace **Geography:** United States **Workforce:** 17,000 employees globally

Following the acquisition of Triumph's Global 7500 wing manufacturing operation in Red Oak, Texas, Bombardier faced a demanding operational transition. The site needed to adopt new processes and tools while maintaining production of a flagship aircraft programme, creating uncertainty in how work was managed and how performance was tracked on the shop floor.

Bombardier partnered with dss+ to support its teams through this transition, with a focus on strengthening how leaders manage and act on operational performance. The work centered on clarifying roles and responsibilities, reinforcing leadership capability, and establishing the routines and tools needed to manage performance on the shop floor.

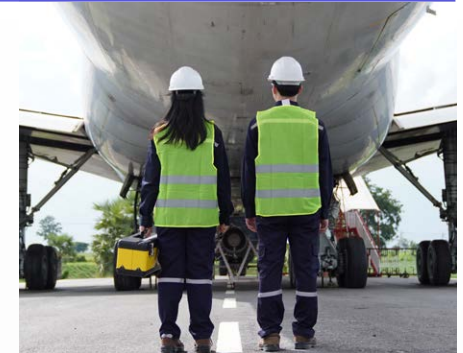
This included targeted coaching for supervisors, the introduction of active supervision tours, and the implementation of structured communication rituals. Visual management tools were deployed to

make performance visible at the shop floor level, while work schedules and resource allocation were reorganised to better align with operational demands.

These changes gave leaders a clearer view of how their areas were performing and where to focus their attention. Supervisors were able to identify issues earlier, prioritise actions more effectively, and allocate resources with greater precision.

The results were measurable. The site achieved a 5.7:1 return on investment, delivered \$11 million in annualised savings and improved efficiency by 1.8 times.

Leaders now have a direct and consistent understanding of operational performance, enabling faster decision-making and more effective execution during a period of ongoing change.



5.7:1
RETURN ON
INVESTMENT

DELIVERED
\$11M
IN ANNUALISED
SAVINGS

IMPROVED
EFFICIENCY BY
1.8
times

Moving beyond supervision-driven safety during rapid industrial expansion

Company: Dongming Petrochemical Group **Sector:** Petrochemicals **Geography:** China **Workforce:** 8,000+

As Dongming Petrochemical Group expanded rapidly across multiple production bases, its existing approach to safety management was no longer keeping pace with operational complexity. Safety relied heavily on manual supervision and post-incident accountability, a model that became increasingly difficult to sustain as new assets, processes and employees were added at speed.

Dongming partnered with dss+ to strengthen how operational risk was managed across the business and establish a more scalable approach to safety. The work focused on shifting from supervision-driven safety to a system-led operating model built around governance, capability and operational discipline.

A structured HSE management system was established to clarify roles, responsibilities and performance expectations across the organisation. Risk control was embedded more directly into daily operations through targeted improvements in process safety, equipment reliability and behavioural safety. This included strengthening alarm management, improving maintenance and turnaround practices, standardising high-risk work

procedures and introducing clearer performance indicators to support day-to-day decision-making.

At the same time, dss+ worked with frontline leaders to strengthen safety capability and ownership. Safety competency frameworks, targeted coaching and individual action plans helped managers and supervisors identify risks earlier, intervene more effectively and reinforce safer operational behaviours.

The results were significant. Within 10 months, the lost-time injury rate fell by approximately 80%, while average process alarm frequency decreased by more than 90%. Leak points were reduced by roughly 55%, and unplanned shutdowns of critical equipment fell by 23%. During a major turnaround covering 36 large-scale units, the operation achieved zero fatalities and zero major safety incidents, with all units successfully restarted on the first attempt.

Dongming established a more scalable and disciplined approach to managing operational risk, strengthening its ability to support rapid industrial growth while maintaining safer and more reliable operations.



WITHIN 10 MONTHS,
THE LOST-TIME INJURY RATE
FELL BY APPROXIMATELY

80%

WHILE AVERAGE
PROCESS ALARM FREQUENCY
DECREASED BY MORE THAN

90%

When safety data creates a false sense of security

Company: Global Cement Manufacturer **Sector:** Manufacturing **Geography:** Asia Pacific

A cement manufacturer had access to more than one million safety records across its operations, including incident reports, observations and near misses. Yet despite the volume of information available, leadership lacked a clear understanding of where the organisation's most serious risks were concentrated. Data was fragmented across sites and systems, classifications were inconsistent and leading indicators were not connected to high-potential outcomes. The result was a growing disconnect between the organisation's perception of risk and the reality in the field.

The company partnered with dss⁺ to strengthen how risk was identified, prioritised, and managed across the business. Using the dss⁺360 platform and dss⁺'s operational risk methodology, more than one million records were consolidated, cleaned and classified against a consistent risk framework. Safety observations were then cross-referenced against the organisation's top fatality risks to test whether existing safety activity was focused on the areas of greatest exposure.

The analysis revealed a critical gap: less than 5% of safety observations addressed the organisation's highest fatality risks. Despite high levels of reporting activity, the company's attention was largely directed toward lower-consequence issues, creating a false sense of security around the effectiveness of its safety efforts.

This insight fundamentally changed how the organisation approached operational risk. Rather than relying on broad, compliance-driven activity, leadership was able to focus resources and interventions on the controls and conditions most closely linked to high-potential events. Safety discussions became more risk-based, and frontline activity became more directly connected to the prevention of serious injuries and fatalities.

The organisation established a clearer and more reliable view of its risk profile, enabling leadership to make decisions based on where critical exposures actually existed rather than where reporting activity was highest.



MORE THAN
one million
RECORDS WERE
CONSOLIDATED, CLEANED,
AND CLASSIFIED AGAINST
A CONSISTENT RISK
FRAMEWORK

DECISIONS NOW
BASED ON CRITICAL RISK
EXPOSURE RATHER THAN
REPORTING VOLUME

When legacy operating practices are no longer enough for aging offshore assets

Company: Leading petroleum exploration and production company **Sector:** Oil & Gas **Geography:** Thailand

A leading petroleum exploration and production company faced growing operational pressure across a portfolio of aging offshore assets in the Gulf of Thailand. Several facilities had been operating since the early 1980s, while newly acquired assets introduced additional complexity around maintenance practices, operational consistency and implementation effectiveness. Although the assets continued to operate, leadership could no longer assume that operating practices and reliability strategies developed decades earlier remained sufficient to sustain current performance expectations.

The company partnered with dss+ to assess the integrity and reliability of two offshore assets and understand where reliability was being sustained and where it was gradually deteriorating beneath day-to-day operations. Rather than treating asset reliability as a purely technical issue, the work examined how maintenance strategies, operational discipline, leadership practices and management systems interacted across both corporate and offshore operations.

Using dss+'s Asset Integrity and Reliability Management approach, assessments were conducted at both corporate and offshore levels to evaluate the condition

of operational barriers, verify consistency between corporate strategy and field execution and identify gaps in culture, leadership and management systems. Management workshops and integrated reporting were then used to align leadership around operational priorities, asset performance and implementation actions.

The work exposed areas where reliability was being assumed rather than consistently verified, shifting attention toward earlier intervention, more disciplined maintenance practices and stronger operational execution. This helped leadership develop a clearer understanding of how aging infrastructure and day-to-day operational practices were influencing reliability and operational continuity over time.

The work also delivered measurable operational value. Improved maintenance practices generated more than US\$2.5 million in cost savings, while new risk visualisation tools helped leadership prioritise operational decisions more directly against the condition and performance of critical assets.

The organisation developed a more disciplined approach to sustaining reliability across aging offshore assets, reducing dependence on reactive intervention and strengthening operational continuity over time.



IMPROVED
MAINTENANCE PRACTICES
GENERATED MORE THAN
US\$2.5m
IN COST-SAVINGS

LEADERSHIP GAINED
CLEARER VISIBILITY
INTO ASSET CONDITION
AND RISK

Reducing variability in safety execution across multinational manufacturing sites

Company: Suntory Beverage & Food Europe **Sector:** Food & Beverage

Geography: France, UK, Spain **Workforce:** 3,300 employees

Suntory Beverage & Food Europe (SBFE) operates a complex manufacturing network across France, the UK and Spain, supplying some of Europe's most recognisable beverage brands. By early 2024, safety performance was moving in the wrong direction. TRIFR was rising above industry benchmarks and varied significantly between sites, despite established systems and standards across the organisation.

Leadership saw that safety was being managed differently across sites. Ownership varied, execution was uneven and expectations around critical risks were not always interpreted consistently in practice. In April 2024, a fatal accident at one of SBFE's sites brought these realities into sharp focus and created urgency for visible, leadership-led change across the organisation.

SBFE partnered with dss⁺ to strengthen leadership control of critical risks and create greater consistency across its manufacturing operations. The work focused on aligning leaders on the risks that mattered most, establishing clear Life Saving Rules and embedding risk governance into daily management routines.

More than 300 managers participated in hands-on coaching and on-the-floor training designed to strengthen observation, intervention and decision-making in frontline operations. Internal ambassadors were capacitated to reinforce expectations and sustain implementation across sites. Throughout the programme, dss⁺ maintained consistent expectations across countries and sites while adapting implementation to local operating conditions and workforce realities.

Within 12 months, SBFE achieved a 18% reduction in TRIFR, 94% compliance on Life Saving Rules checks and a 32% reduction in high-potential incidents. More than 500 hours of ambassador-led coaching were delivered during the second half of the programme, helping reinforce more consistent leadership behaviours across the organisation.

SBFE established a more consistent approach to managing critical risks across its European manufacturing network, reducing operational variability between sites and strengthening leadership accountability for safety in day-to-day operations.



We went through a complete cultural shift, learning how to look ahead, understand and prevent risks, rather than just reacting to incidents."

Pierre Decroix, CEO,
Suntory Beverage & Food Europe

Our ESG performance



ESG approach

dss+ applies the same operational rigour to managing our own organisation as we do in our work with clients.

We disclose our performance as part of our commitment to accountability, transparency and continuous improvement. This includes the safety and well-being of our people, standards of conduct and ethics, and how we manage our environmental impact and resource use.

These areas are managed through defined policies, governance structures, performance tracking and regular review, with clear accountability at leadership and functional levels.

We became a signatory to the United Nations Global Compact in 2025, committing to its Ten Principles on human rights, labour, environment and anti-corruption. This formalises our commitment to integrating these principles into our strategy and operations, with our first Communication on Progress due in 2026.

We were independently rated by EcoVadis in 2025, and were commended with a committed badge, on our. We will continue to have our ESG performance independently rated annually, for transparency.



AS A FIRM FOCUSED ON BUILDING MORE RESPONSIBLE, HIGHER-PERFORMING ORGANISATIONS, WE APPLY THE SAME STANDARDS TO OUR OWN OPERATIONS.

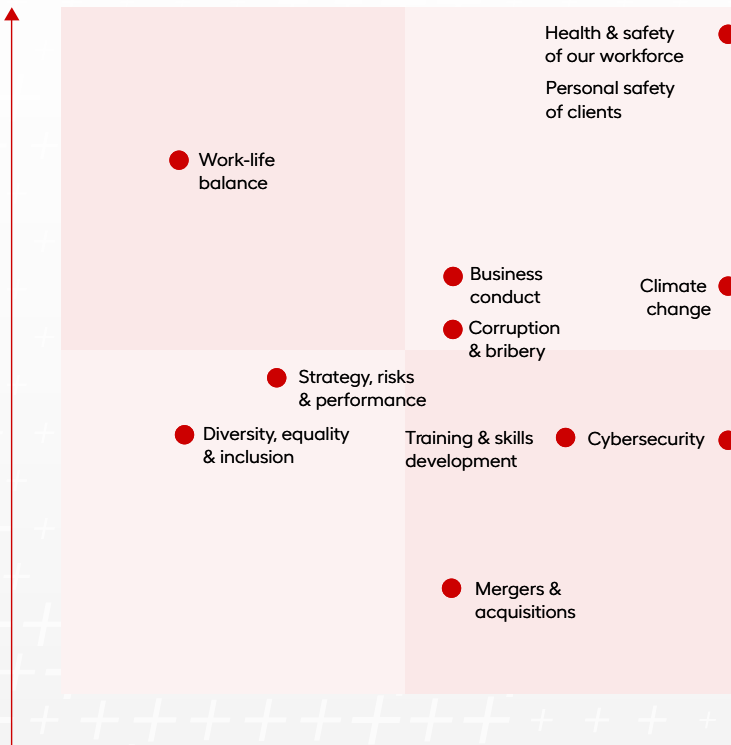
Double materiality assessment

In 2025, dss+ conducted a double materiality assessment, building on our 2021 baseline and aligned with the European Sustainability Reporting Standards (ESRS). The assessment evaluated both financial materiality (how sustainability issues affect enterprise value) and impact materiality (our impact on people and the environment), across the full value chain, including upstream dependencies and downstream client engagements.

The assessment identified health and safety of our workforce and that of our clients as our most material risk, thereafter climate change mitigation, cybersecurity, business conduct, corruption and bribery, and diversity and inclusion as key priorities. These findings inform resource allocation, risk management and sustainability focus areas, and are reviewed on a biennial basis by the Board and Executive Leadership Team to ensure continued relevance and priority in our enterprise risk management process.

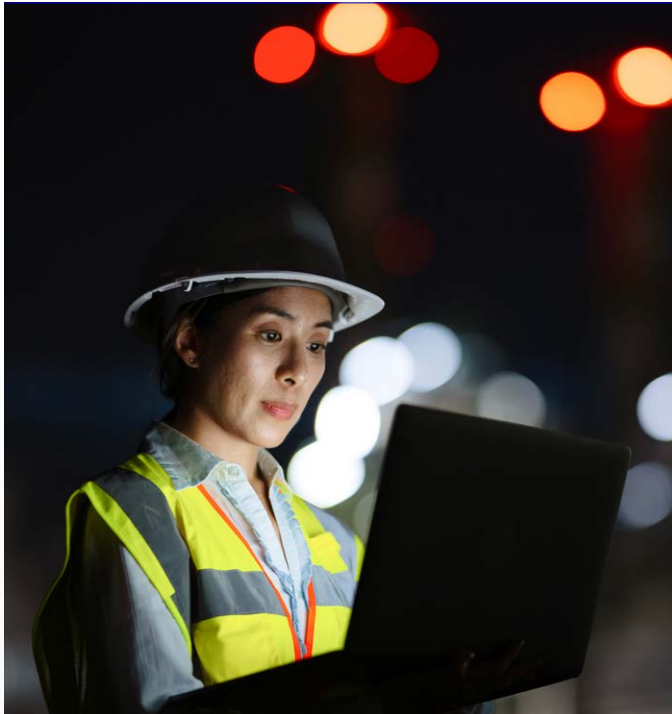
IMPACT MATERIALITY
Significance of the topic's impact on dss+ overall business performance

DOUBLE MATERIALITY ASSESSMENT MATRIX



FINANCIAL MATERIALITY
Significance of the topic's impact on dss+ overall business performance

Governance and responsible business



Governance structure and oversight

Governance at dss⁺ is grounded in our core value of ethical behaviour and supports accountable decision-making, risk management and consistent oversight across our business and client work. This is particularly important in the high-risk, complex environments in which we operate, where safety, operational and environmental risks must be actively managed.

Oversight is exercised through Board, executive and regional leadership structures. The Executive Leadership Team retains accountability for performance and risk, while regional and functional leaders are responsible for delivery within their areas.

Structured review and approval processes cover client acceptance, enterprise risk review and higher-risk or sensitive engagements, with escalation to executive leadership where required.

Enterprise risks are formally reviewed annually at Board and executive level, with ongoing oversight through leadership forums. Our TCFD-aligned climate risk assessment is updated biennially and informs strategy and decisions.

Further detail on governance processes and methodologies is available on our Impact website.

Policies and controls

We operate through a defined framework of policies and controls covering conduct and ethics, anti-bribery and anti-corruption, human rights, environmental management, responsible procurement, resource use, data privacy and information security. These policies set consistent standards across our organisation and support compliance with applicable laws, regulations and professional requirements.

Our Code of Conduct is incorporated into employment and contractor agreements and acknowledged by 100% of our workforce upon engagement.

Mandatory training reinforces expectations across key governance areas, including conduct, anti-corruption, data privacy, information security, health and safety and other role-relevant topics.

In 2025, Code of Conduct and anti-corruption training was assigned to 100% of the workforce, with **64% completed at the reporting cut-off against a 90% running completion target. Data privacy and information security training completion was >90% at the reporting cut-off.**

Accountability is assigned to relevant functional leaders, including People and Culture Resources for workforce practices, Finance for anti-bribery and anti-corruption, and Operations for supplier engagement, client engagement and environmental performance. Global coordination is managed through the capability development function.

Our policy framework also sets expectations on human rights, labour standards and non-discrimination across our operations and value chain. These expectations apply to employees, contractors, suppliers, partners and clients, and are supported through governance, due diligence and engagement processes.



Whistleblowing and concerns

We maintain a global ethics reporting channel through Navex WhistleB, an independent service **available 24/7 to 100% of employees, contractors, clients and external stakeholders across all geographies**. It enables concerns to be raised confidentially and, where permitted, anonymously across defined reporting categories, including accounting, auditing and financial reporting; bribery and corruption; conflicts of

interest; competition and fair dealing; discrimination, harassment and human rights; compensation and benefits; insider trading; confidentiality and proprietary information; data privacy and protection; environmental matters; global trade; health and safety; misuse or misappropriation of assets; and threats to people, animals or property.

All reports are reviewed, triaged and, where appropriate, investigated through a structured process with clear accountability and oversight from the relevant functional leader.

Cases are classified by type and severity, with tracking of:

- **source** (e.g. employee, contractor, supplier or other stakeholder)
- **geography** of origin and occurrence
- **investigation outcomes**, including substantiation and actions taken.

Individuals who raise concerns are protected from retaliation, and confidentiality is maintained throughout the process.

Where issues are substantiated, appropriate corrective or disciplinary action is taken. Insights from reported concerns are used to identify patterns, strengthen controls and reinforce a culture where speaking up is expected and acted on.

IN 2025

5

REPORTS WERE RECEIVED

100%

WERE INVESTIGATED

100%

WERE SUBSTANTIATED

100%

RESULTED IN ACTION



Information security and data protection

Our Information Security & Cyber strategy focuses on a layered approach of prevention, detection, and response. There are 4 major areas of focus:

1. Security Operation Centre

- 24*7 monitoring
- Real-time incident detection & reporting
- 24*7*365 Incident response and retainer services

2. Compliance

- Infosec policies and procedures in accordance with ISO 27001 standard

- CIS controls implementation
- Infosec committee connects, including senior leadership
- Vendor risk assessments
- Role-based access control
- Multi-factor authentication
- Conditional Access Policies
- Internal security controls & technologies, including SIEM, EDR-XDR, CASB, endpoint protection, Email policies, along with Vulnerability and Threat Management
- Patch Management

3. External View

- Dark Web scans
- Annual 3rd Penetration tests (VAPT)
- External Vulnerability Scans
- Security assessments based on CIS and ISO 27001 controls

4. Cyber Awareness & Training

- Cyber awareness through a mandatory e-learning course
- Regular phishing simulation exercises for 100% of employees
- Cyber awareness emailers & messaging

These controls support the management of cybersecurity and data protection risks, ensuring that systems, data, and client information are protected against evolving threats through defined monitoring and response processes. On average, approximately 50 security alerts are investigated per month under the established Cyber Incident Management Procedure. **For 2024 and 2025, no confirmed data breaches or incidents** have been reported within the organisation.

dss+ aligns its Infosec practices, policies, and procedures in accordance with ISO27001 global standard along with CIS technical controls implementation. It is supported by mandatory **Information Security training for 100% of employees and contractors** on a recurring/annual basis to reinforce consistent standards globally.

Responsible business and value chain

We extend our governance approach across our value chain through structured processes that govern how we select clients, deliver projects and engage with suppliers, partners and acquisition targets.

Client acceptance and sensitive engagements

We assess client and engagement acceptance through financial and integrity screening, sanctions and country risk checks, and additional review for higher-risk client, industry or project contexts.

Where enhanced scrutiny is required, we apply our Potentially Controversial Industries (PCI) framework, which defines when opportunities are excluded, restricted or escalated through governance channels. Engagements proceed only where screening is passed and identified risks can be appropriately mitigated in line with our core values and standards. Where this is not possible, we decline to proceed.

In 2025, we opted not to pursue work with 25% of the PCI-related client opportunities.

Accepted engagements are then subject to project-level risk assessment and safe delivery controls before work begins.

Project level risk assessment and safe delivery

For accepted engagements, project risk assessments are mandatory before relevant work begins and are maintained during delivery. They cover health, safety, operational, environmental, financial and reputational risks, with mitigation measures and escalation pathways defined where required.

Assessments are:

- initiated during project planning
- reviewed during execution
- updated when conditions change
- escalated where significant risks are identified

Accountability is assigned through the delivery structure, with the Accountable Director responsible for approval, the Project Manager coordinating mitigation planning and project team members contributing to risk identification.

Supplier and partner due diligence

We expect suppliers and partners to meet defined standards on ethics, labour practices, human rights, health and safety, environmental responsibility and compliance. Suppliers are screened before engagement through World-Check to identify integrity, sanctions, anti-corruption and reputational risks.

In 2025, dss+ strengthened supplier governance by introducing a standalone Supplier Code of Conduct and integrating vendor sign-off into onboarding. Client-facing

contractors were already covered through equivalent contractual requirements, while standalone Supplier Code coverage for non-client-facing suppliers is being expanded.

The Supplier Code provides for corrective action, escalation or disengagement where standards are not met. In 2025, we also began ESG and environmental due diligence for selected suppliers, including supplier questionnaires and review of higher-impact procurement decisions. In 2026, we will strengthen risk-based assessment, with greater focus on higher-impact supplier categories.

Acquisition target due diligence

We apply a similar standard of review to potential acquisition targets. All acquisition targets undergo detailed ESG screening through a structured questionnaire prior to any investment decision, with particular attention to ESG policies, practices and potential risks. Since 2022, **100% of our acquisition targets have undergone this review process.**

Together, these processes ensure that risks across our value chain, from client selection through to project delivery and external partnerships, are systematically identified, assessed and managed. This enables us to maintain alignment with our standards of conduct, risk appetite and purpose in how we operate and deliver work.

Governance performance data

We monitor adherence to governance standards through defined indicators, including training completion, reported incidents, resolution outcomes and policy compliance. These indicators support performance tracking, identify areas for improvement and enable consistent oversight across the business. For several indicators, consistent global measurement was established from 2024 onwards.

Area	Indicator	2024	2025
Ethics & Conduct	Code of Conduct training completion	100%	64% at reporting cut off
	Anti-corruption training completion	100%	64% at reporting cut off
	Ethics reports received through the whistleblowing procedure	2	5
	% of reports investigated	100%	100%
	% of substantiated cases resolved	100%	100%
Information Security	Employees trained in data privacy & security	100%	90% at reporting cut off
	Reported data security incidents	0	0
Procurement & Value Chain	Suppliers screened / assessed before engagement (including anti-corruption)	100%	100%
	Contractors covered by signed code of conduct or equivalent contractual requirements	100%	100%
	Suppliers covered by Supplier Code of Conduct	Not Available	30%
	Supplier relationships discontinued	146	284
	Suppliers assessed for environmental criteria	Not Available	10%
Governance	Executive / Board-level risk & governance reviews	2	2
Climate Governance	Climate risks integrated into enterprise risk management	Yes	Yes

Social, people and safety





Our ability to deliver consistent outcomes in complex and high-risk operating environments depends on the capability, safety and well-being of our people. This is reflected in how we manage health and safety, develop capability, support fair and flexible working conditions, and uphold human rights across our company.

We operate with a blended workforce model, combining permanent employees with a sizeable network of independent contractors. This model enables access to local expertise, specialised

technical capability and industry experience across geographies, while maintaining the flexibility required to respond to client needs. In 2025, we engaged **552 contractors**, with **38** removed from our active contractor pool during the year. This reflects the managed nature of the model, which enables dss+ to maintain a flexible network of deep, context-specific expertise for complex environments

Health, safety and well-being

Health and safety is one of our core values, fundamental to how we operate and how we support clients, and was identified as the most **material topic in our 2025 double materiality assessment**.

Although our office-based activities are generally low-risk, much of our work is delivered in high-hazard industrial environments, remote locations and live operating sites. Our **Safety and Health Risk Management framework applies to 100% of employees and contractors** and covers office-based work, remote and hybrid work, business travel and client-site engagements.

The framework is embedded into project planning, client engagement, travel approval and delivery oversight, and is supported by:

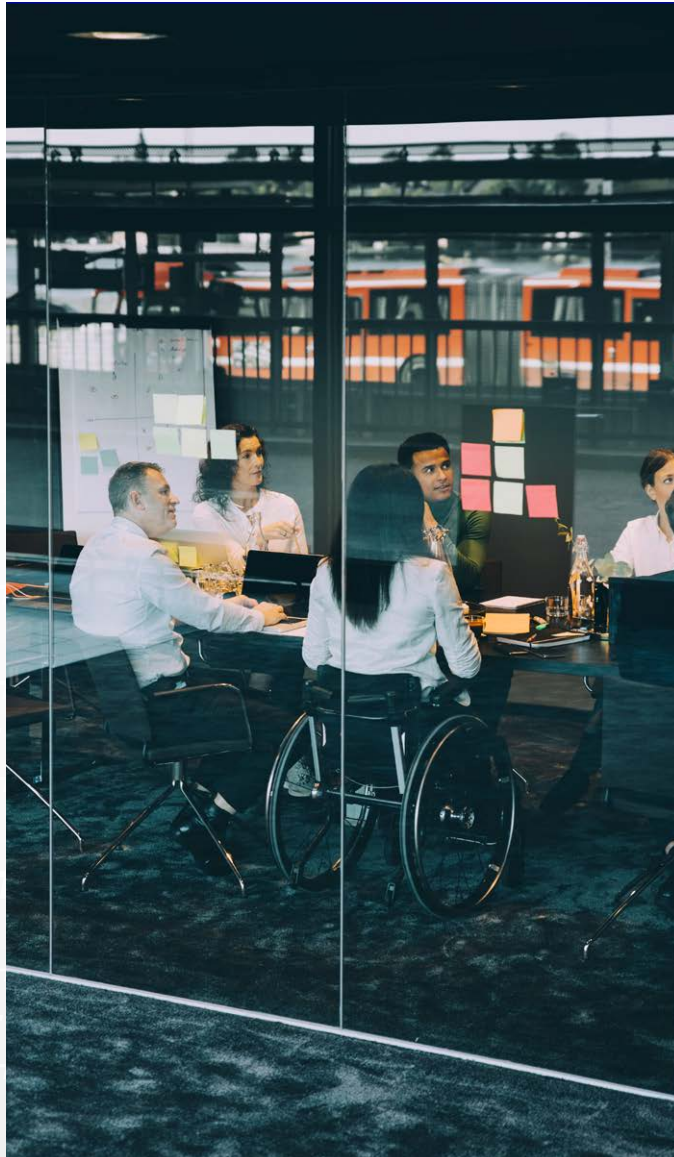
- a global Health and Safety Policy and Safety and Health Risk Management Handbook
- mandatory project risk assessments before relevant work begins

- safety risk reporting, incident investigation and corrective action processes
- travel authorisation, travel risk assessment and International SOS support
- crisis management and emergency response procedures
- safety guidance and onboarding training for employees and contractors

In 2025, we strengthened this approach through a refreshed global Health and Safety Policy, which clarifies employee and management responsibilities and reinforces expectations for hazard identification, safe work planning, stop-work authority, incident reporting, escalation and management review.

We monitor safety performance through defined indicators, including **TRIR (0.792 for 2025)**, **SIFs (0 in 2025)** and the percentage of required projects screened before work commences. These measures help us assess whether safety requirements are being applied consistently and where further improvement is needed.

We recognise that health and safety extends beyond physical risk to include mental well-being. **100% of our employees and contractors have access to confidential counselling services through BetterHelp**, with well-being also considered in travel risk assessments, workload planning and deployment decisions.



Capability development and performance support

We invest in capability development to ensure our people can deliver safely and effectively in complex operating environments. Learning combines formal training through the dss+ Learning Academy with practical development through live client engagements.

The dss+ Learning Academy is available 24/7 to **100% of employees and contractors** and includes onboarding, technical, practice, sustainability, digital, leadership and professional skills training. Development is reinforced through programmes such as **Mentorship+**, which has supported more than **300 participants** since 2023, internal certifications, external education support.

Mandatory training applies to 100% of employees and contractors and covers:

- health, safety and risk management
- ethical conduct and compliance
- data privacy and information security
- sustainability and climate-related topics (for sustainability professionals)

In 2025, **69% of employees and contractors completed sustainability training** at the reporting cut-off. Completion rates for governance, ethics and information security training are reported in the Governance section.

Individual performance is managed through Perform & Engage 365, which supports goal setting, biennial feedback, project-based evaluation and development planning.

In 2025, **100%** of employees and contractors received performance reviews, with **65%** receiving formal training and an estimate average of **32,5** training hours per person per year.

People and working environment

We apply consistent standards across our workforce, treating employees and contractors in line with the same expectations for professional conduct, safety, performance and governance. This reflects **our core value of respect for people** across a blended global workforce.

Human rights and labour practices

We are committed to internationally recognised human rights, including fair labour practices, non-discrimination and safe working conditions. These commitments apply to **100% of employees and contractors** and are embedded in our Human Rights Policy, Code of Conduct and Diversity, Inclusion and Equity (DEI) Policy, aligned with UNGPs, ILO and OECD standards.

Working time is managed through a global system and applies to **100% of client-facing employees and contractors** ensuring alignment with applicable local labour laws and working-time regulations across jurisdictions.

We monitor workforce stability through turnover (14.7%), providing insight into workforce experience and organisational resilience.

In line with local labour requirements, formal employee representation structures are in place

where required. For example, **100% of employees in France, Spain and Italy**, representing **100%** of the employees in these countries are covered by collective bargaining agreements, with appointed employee representatives supporting formal social dialogue processes.

Working conditions and flexibility

We support flexible and fair working conditions, recognising the demands of global consulting and high-intensity project work. Employees and contractors work across offices, remote settings and client sites, and may work from home when not deployed on site engagements.

Flexible working arrangements are governed through our work from home policy, covering performance, health and safety, ergonomics and data protection. Employees and contractors may work remotely where appropriate, reflecting the realities of a distributed consulting model and supporting work-life balance outside site-based engagements. Targeted international mobility supports capability deployment and knowledge transfer across regions, with 37 transfers facilitated since 2022, including 12 in 2025.

Compensation and fairness

At dss⁺, **100% of employees are paid above applicable minimum wage requirements**. Compensation is reviewed annually across all operating countries,



taking into account local market conditions, inflation and role requirements.

Over the past **three years, compensation benchmarking was completed across 100% of our operating jurisdictions, with adjustments made within the same year** where alignment was required, including in at least 10% of countries.

Total compensation includes base pay and variable components, with bonuses linked to individual and business performance.



Employee engagement and feedback

We use a globally coordinated employee engagement survey to understand employee experience and identify improvement areas. The survey is anonymous, externally supported and combines quantitative and qualitative feedback.

In 2025, the **survey achieved 77% participation**, providing a strong view of employee sentiment across the organisation. Overall **results were positive, with 73% of employees rating their experience as favourable**.

Results are shared with leaders and employees, with action planning managed at regional and functional level. Progress is reviewed over time and informs People and Culture priorities.

Talent Acquisition and responsible recruitment:

We apply structured recruitment practices to support fair, consistent and role-relevant hiring decisions.

Key controls include:

- standardised job descriptions and assessment criteria
- competency-based interviews and structured case studies, where relevant
- diverse interview panels, where possible
- recruiter and hiring manager training on effective interviewing, unconscious bias, objective CV screening and evidence-based assessment
- People and Culture review of recruitment practices and outcomes
- hiring manager accountability for applying recruitment standards

These controls support equal opportunity and reduce the risk of bias in recruitment decisions. **New hires complete mandatory compliance and governance training within three months**, as outlined in the Capability Development section.

We emphasise transparency, clear communication and respect for candidate time throughout the recruitment process, ensuring a consistent and professional experience.



Diversity, Equity and Inclusion

We are committed to building an inclusive workforce. Our DEI Policy applies to 100% of employees and contractors and covers gender, race, ethnicity, age, sexual orientation, disability, religion and cultural background, subject to local legal and data privacy requirements.

In 2025, women represented **38% of the workforce and 17% of leadership roles**. Our gender pay gap remained below **5% for the second consecutive year**. We aim to reach 25% women in leadership by 2028 while maintaining a gender pay gap below 5% and pay parity for comparable roles.

We support inclusion across different life stages and working contexts, including maternity, paternity and adoption leave, menopause awareness, and targeted parent support where locally available, including the Working Parents' Programme in Latin America.

Our workforce reflects broad international and generational diversity, with **more than 140 nationalities represented in 2025 and active employees and contractors ranging in age from 19.5 to 80 years**. Where legally permissible, we continue to strengthen voluntary self-identification and data quality to improve how we understand broader representation across the organisation.

38% of the workforce and **17%** of leadership roles, with a gender pay gap below 5% since 2024

Social performance data | For several indicators, consistent global measurement was established from 2024 onwards.

Area	Indicator	2024	2025
Workforce	Total employees	1750+	2000+
	Youngest employee (Years)	20.5	19.5
	Oldest employee (Years)	79	80
	New employee hires (organic net new hires)	114	165
Diversity & Inclusion	% female employees	38	38
	% female leadership (Principle consultant and above)	14	17
	Women as a % of promotes	47%	30%
	Women as a % of new hires	37%	42%
	Gender pay gap	<5%	<5%
	% employees <30 years old / average age in cohort	16% / 27yrs	13% / 27yrs
	% employees > 40 years old / average age in cohort	45% / 47yrs	43% / 48yrs
	% of employees >60 years old / average age in cohort	4% / 64	4% / 64
Compensation	Self-identified as ethnic minority (where legally permissible)	1%	1%
	% employees trained on DEI awareness	33%	27%
Compensation	Compensation benchmarked against local market and living wage standards	100%	100%
	% employees paid above local minimum wage standards	100%	100%
Training & Development	% employees receiving formal training	72%	65%
	Average training hours per employee	Not available	32.5
	% employees receiving performance reviews	100%	100%
Employee Engagement	% of employees participating in an employee engagement survey in the year	81%	77%
	% employee positive survey engagement scores	Not available	73%
Health & Safety	Total Recordable Injury Rate (TRIR = # recordable incidents x 200 000/total hours worked)	0.860	0.792
	% employees and contractors receiving Health and Safety training on joining	100%	100%
	% of required projects screened before work commences	100%	100%
	% Serious Injuries and Fatalities	0	0
Health & Wellbeing	% with access to mental health support	100%	100%
Working Conditions	Employee turnover	14.6%	14.7%
	# work related incidents of discrimination	0	5

Environment and value chain impact





Environmental management, governance and accountability

Environmental stewardship is one of our core values. As a global consulting company, dss+ has a limited direct environmental footprint, with our most significant environmental impacts linked to client delivery and value chain engagement. We manage these impacts through defined governance, data and accountability.

Our Public Environmental Policy applies globally to 100% of employees and contractors and is supported by a formal Carbon Reduction Plan, with defined operational accountability, budget and annual review. Environmental and **climate-related risks are integrated into enterprise risk management through our TCFD-aligned climate risk assessment, double materiality process and ESG regulatory reviews by the executive leadership team and periodically, the Board.**

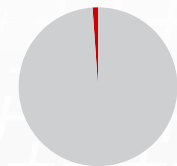
Carbon and energy

We measure greenhouse gas (GHG) emissions across Scopes 1, 2 and 3 in line with the GHG Protocol. Our most material environmental impact is Scope 3 emissions, primarily business travel, reflecting our client-site delivery model and work in high-hazard, hard-to-abate industries. In 2025, approximately 99% of total emissions fell within Scope 3, while Scope 1 and 2 emissions remained a small part of our footprint, mainly linked to leased vehicles and offices with direct energy billing.

Our Carbon Reduction Plan focuses on data quality, transparency and action within our operational influence. We track emissions using both absolute and intensity-based metrics, including emissions per employee and per unit of revenue, to reflect business activity and growth.



THE POLICY APPLIES
GLOBALLY TO
100%
OF EMPLOYEES
AND CONTRACTORS



99%
OF TOTAL EMISSIONS
FALL WITHIN SCOPE 3



Decarbonisation approach

Our decarbonisation strategy is structured around **three complementary levers**, governed and reviewed annually.

1. Reduction

Reduction efforts focus on areas within our operational influence, including:

- **Business travel optimisation**, supported by our Global Travel & Expense Reporting Policy, which promotes:
 - economy class as standard,
 - use of rail and ground based options where practical,
 - low emission flights where available,
 - electric or hybrid vehicle rental where safe and feasible,
 - sustainable accommodation options, and
 - behavioural interventions and peer to peer awareness to encourage lower impact choices.
- **Offices and energy**, including optimisation of office footprints, structured support for remote working, and prioritisation of energy efficient buildings and access to renewable electricity in leased and co working spaces.
- **Company-leased vehicles**, while not owned by dss+ we still aim to phase out leased internal combustion vehicles in favour of electric vehicles or alternative arrangements where feasible.

2. Supplier and value chain engagement

Environmental considerations are integrated into supplier engagement and procurement processes, with further detail provided in the Value Chain Engagement section below.

3. Beyond value chain mitigation

Where emissions cannot yet be reduced, we apply a **disciplined and transparent approach to beyond value chain mitigation**. This includes procurement of:

- **Energy Attribute Certificates (EACs)** covering electricity consumption for offices and home working and technology energy use, aligned with recognised integrity criteria, and
- **High quality Verified Emission Reductions (VERs)** selected using recognised principles such as additionality, permanence and quality assurance.

These mechanisms are reported separately and are **not used to support carbon neutrality or net zero claims**. To date, our beyond value chain actions have contributed to an estimated **~32,000 tCO₂e reduced or removed and ~5,100MWh of renewable energy generated**, through a portfolio of industrial, technology based and infrastructure relevant projects aligned with our core sectors.

Circular economy and resource use

Own operations

As a professional services firm, dss+ has a limited direct resource and waste footprint. Our offices are leased, serviced or co-working spaces, and we do not have operational control over office waste infrastructure or related data. For this reason, office waste is not a material managed impact area for dss+.

Within our own operations, we focus on areas where we can exercise influence, including responsible resource use in day-to-day decisions and circular IT asset management through leased equipment, certified data erasure, and responsible recycling or repurposing at end of life.

Client circularity and resource efficiency

Our more material contribution is through client work. We support clients in asset-intensive sectors to improve resource efficiency and move towards more circular operating models across products, assets, operations and value chains.

This includes:

- mapping material, energy and waste flows
- identifying resource efficiency and circularity opportunities
- defining circular economy strategies and implementation roadmaps

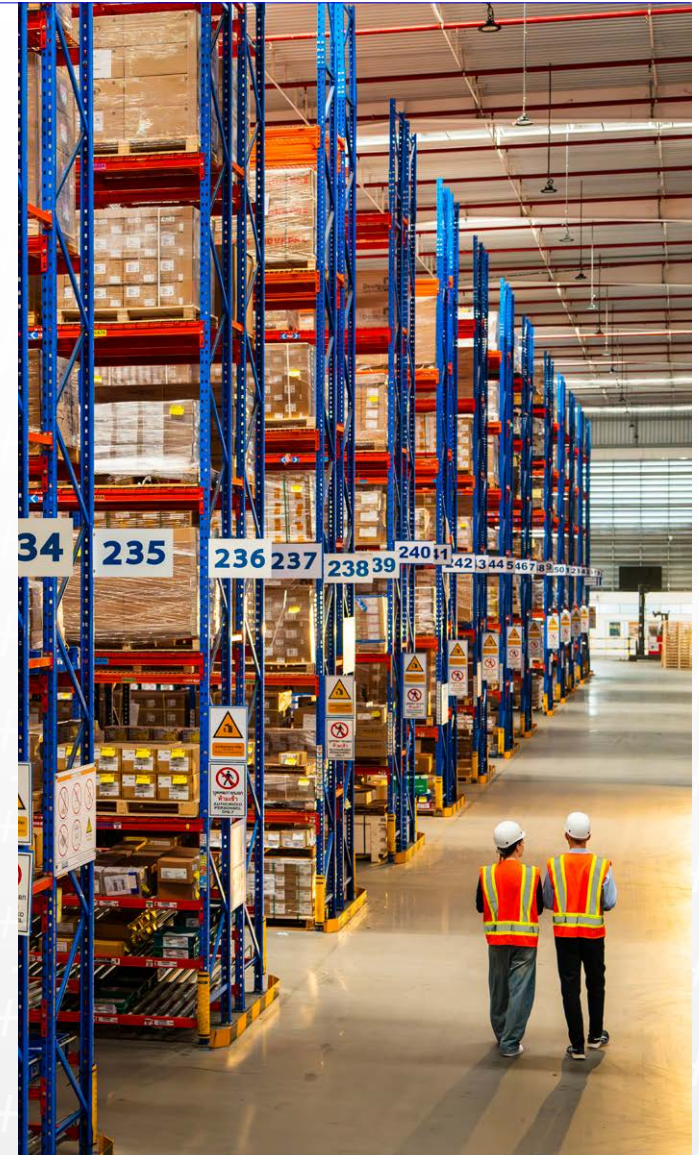
- prioritising reduction, reuse, recycling, recovery and redesign levers
- embedding circularity into operations, procurement, asset management and product design
- supporting regulatory readiness and internal capability building

Examples include insulation and condensate recovery, process optimisation, by-product valorisation, sustainable packaging redesign and the use of recycled or secondary materials in production systems. These engagements can support cost savings, resource recovery, waste reduction, avoided emissions and operational resilience.

Supplier and sector engagement

Supplier expectations on environmental performance are set through our Supplier Code of Conduct and supplier assessment processes, as outlined in the Governance and Responsible Business section. These include expectations on legal compliance, emissions reduction, waste minimisation and circularity, with stronger risk-based application planned for higher-impact supplier categories in 2026.

We also support knowledge sharing through Keep Learning sessions, webinars and thought leadership on decarbonisation, climate risk, resilience and circular economy topics relevant to our sectors.”



Environmental performance data

We track a focused set of indicators to monitor environmental performance and support improvement.

Area	Indicator	2023	2024	2025
GHG Emissions	Total emissions (tCO ₂ e)	7116	9201	10863
	Scope 1 emissions (tCO ₂ e)	110	108	111
	Scope 2 emissions (tCO ₂ e) market based	0	0	0
	Scope 2 emissions (tCO ₂ e) location based	7	7	12.6
	Scope 3 emissions (tCO ₂ e)	6999	9086	10739
	Scope 3 - Upstream	6999	9086	10739
	Scope 3 - Downstream	0	0	0
	% of total emissions in Scope 3	98%	99%	99%
	Emissions per employee (tCO ₂ e/FTE)	6.6	6.6	6.7
	Emissions per revenue (tCO ₂ e/USDm)	32	32	34
% of emissions from business travel	85%	86%	87%	
Carbon Strategy	Beyond Value Chain Mitigation (tCO ₂ e)	7750	13881	10000
Energy	Electricity consumption (MWh)	1660	1755	1678
	Electricity from renewable source (MWh) categorised as Scope 2	23.4	34.8	85.2
	% renewable electricity	1%	2%	5%
Procurement	Suppliers assessed for environmental criteria (as part of overall supplier evaluation) (%)	Not available	100%	100%
Governance / Environmental	Employees and contractors completing ESG / awareness training	Not available	100%	69% at report cut off
Circular Economy	Offices with waste segregation practices (%)	Not available	Not available	1%

Transparency and ongoing development



This report reflects how we define impact in practice: measurable improvement embedded in operations and sustained over time. It also reflects where we are in strengthening how performance is measured, governed and disclosed across the business.

dss⁺ operates in complex, high-risk environments where expectations for safer, more reliable and more sustainable operations continue to grow. Our role is to improve how work is carried out in practice and to strengthen how that impact is evidenced over time.

This is a voluntary disclosure, informed by recognised reporting frameworks including the Global Reporting Initiative and the UN Global Compact, and progressively aligned with evolving sustainability reporting standards.

The report covers dss⁺ operations globally, including subsidiaries under operational control. Where initiatives apply only to specific regions, entities or workforce groups, this is indicated.

We continue to improve data quality, consistency and coverage across regions. Detailed data, methodologies and policies are available through our supporting disclosures, providing further transparency on how information is defined, measured and governed, on our website on the Impact and ESG Resource Centre..

Reference materials

This report is supported by a broader set of disclosures, policies, methodologies and framework mappings available through the dss+ website.

These include:

- detailed environmental data and calculation methodologies
- governance and policy documentation
- supplier and value chain standards
- framework alignment tables, including GRI and UN Global Compact references
- additional case studies and supporting evidence

Our disclosures are informed by recognised reporting frameworks, including the Global Reporting Initiative, the UN Global Compact and evolving sustainability reporting standards.

Detailed methodology notes and framework mappings are available online to provide further transparency on how information is defined, measured and governed.



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This report may include statements regarding expected outcomes, future performance, targets or ambitions. These forward-looking statements are based on current assumptions and are subject to risks and uncertainties. Actual results may differ materially due to factors outside the control of dss+.

References to client engagements, case studies or outcomes are provided for illustrative purposes only and reflect examples of work undertaken in specific contexts. Outcomes depend on a range of factors beyond the control of dss+, including client implementation, operational conditions and external variables. dss+ does not guarantee the achievement of comparable results in any other circumstances.

dss+ provides advisory and consulting services and does not operate or control client assets, systems or operations. Responsibility for decisions, implementation and outcomes rests with the respective client organisations.

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This report does not constitute legal, technical, safety, environmental, financial or investment advice, nor does it create any duty of care, contractual relationship or advisory relationship with any third party. Any reliance placed on this report is at the sole risk of the user, who should exercise independent judgment and seek appropriate professional advice where required.

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