



Sustainability Report 2023 / 2024

# Our *Recipe* for the Future



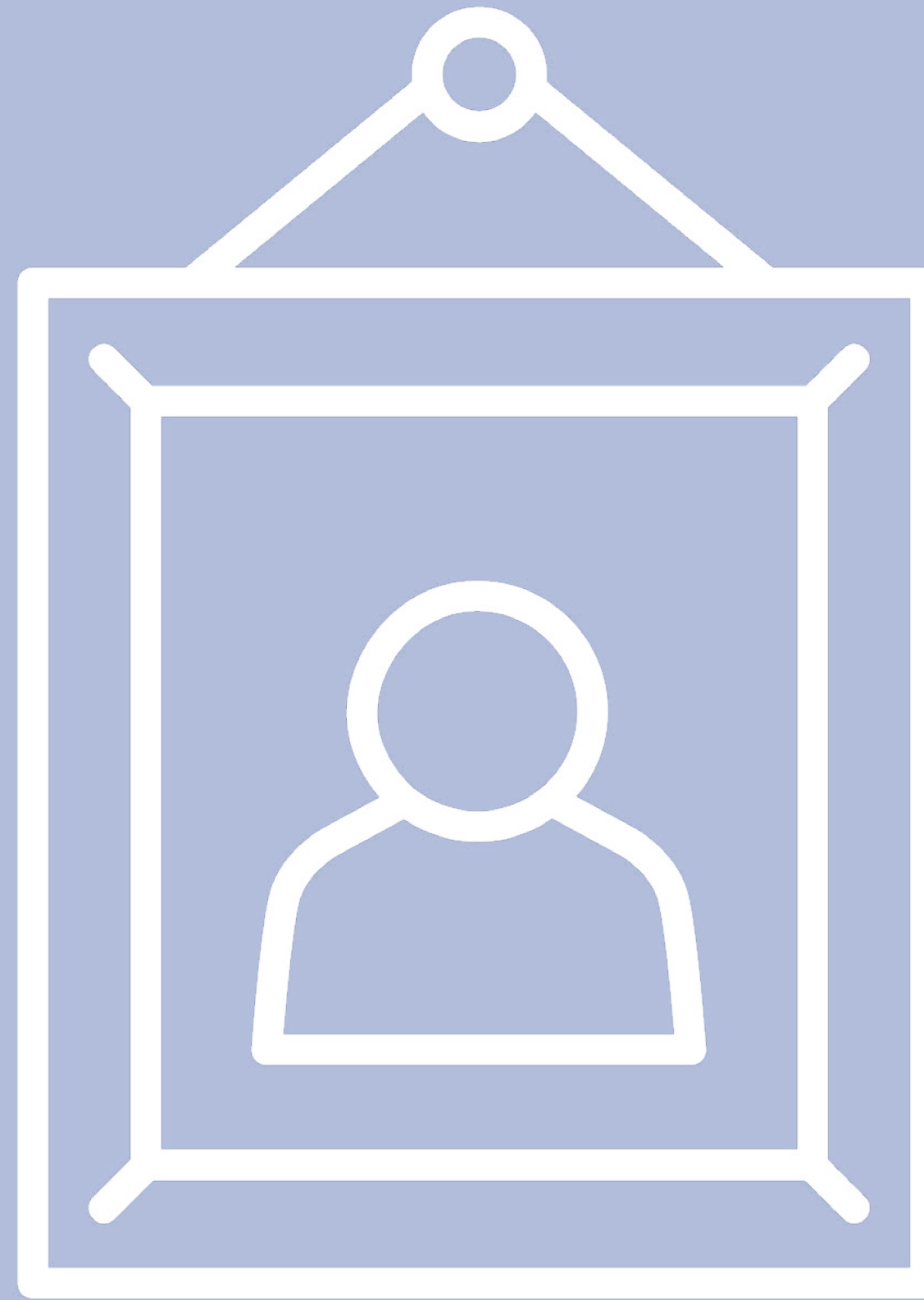
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**Carl Oetker**  
General Partner of Dr. August Oetker KG and Chairman of the Dr. Oetker Executive Board, responsible for Strategy, Mergers & Acquisition, Procurement and Corporate Communication.

“As a food manufacturer, we rely on the natural resources our planet provides – the very ingredients that form the foundation of our products. For this reason alone, we are both committed and compelled to protect and nurture our planet to the best of our ability. Through the Dr. Oetker Sustainability Charter, we have committed to ambitious goals across three key areas: our employees, our products and our impact on the environment and society. Our aim is to be part of the solution – for the future of our planet and for everyone who calls it home.”



**Portrait**

**‘The greatest threat to our planet is the belief that someone else will save it.’ Robert Swan, British polar explorer.**

As a food company, we are dependent on natural resources. We’re part of complex supply chains. And we reach millions of people through the products we offer. That gives us opportunities—and obligations. Only if everyone does their bit will our planet have a future worth living. So, what can we genuinely contribute—not alone, but all together?

This report is a reflection of where we are right now: in the middle of a long-term effort to rethink how we design our products, how we source, produce, and grow. It’s about progress, about learning as we go. About good ideas and failure. About finding more feasible solutions for those that did not work out.

It’s about the many projects our teams are working on every day, the many steps they take. From changing recipes while keeping the same great taste to smart ideas in our factories to save food. From finding more sustainable packaging to solutions to grow our ingredients in a more climate-friendly manner. From hosting inspiring events that promote equity for all, to the way we communicate with consumers on our websites.

[GRI 2-22]

We have set ourselves ambitious goals—through our Dr. Oetker Sustainability Charter and our commitment to the Science Based Targets initiative. But we know the real work lies in the day-to-day decisions: the trade-offs, the improvements, the moments when better choices are possible.

We know that the biggest challenges—from climate to equity—don’t stop at the borders of one company. That’s why we’re actively looking to work more closely with others across the value chain: with suppliers, with peers, with researchers and NGOs. I’m sure that, together, we can drive more sustainable packaging concepts, cultivate ingredients in a smarter way – and make the most sustainable choices also the most indulgent ones.

Because let’s not forget: our food is the greatest lever to influence the health of people and the environment—we should take advantage of this. Bringing people together—and creating ideas for a better tomorrow.

Yours sincerely,

*Claudia Willvonseder*

**Claudia Willvonseder**  
Member of the Executive Board of Dr. Oetker,  
responsible for Marketing, Research and Development,  
Sustainability and Quality Management.







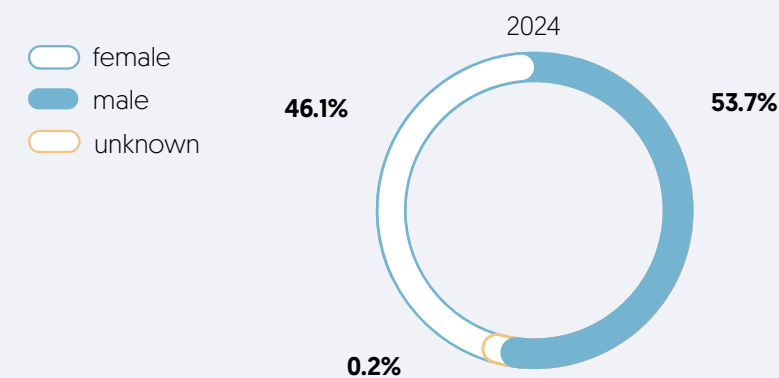
## Overview of key facts: 'What we have achieved in 2024'

**470 m** consumers reached<sup>1</sup>

**45** brands

2024 Sales  
**EUR 3.75 bn**

### Employees



**All** products

with Nutri-Score printed on pack  
in participating countries

**1.06%**  
average salt  
content/100 g

in our pizzas worldwide



Vegan products  
that are better for the climate:

**18 markets** participated in the VEGANUARY  
campaign 2024.

<sup>1</sup> Source: Internal calculation based on consumer panel data from GfK/Kantar (2023)

**26**  
locations



by the end of 2025 will have an occupational  
health and safety management system in  
accordance with ISO 45001

**100%**  
electricity  
from renewable energy



**15** locations  
with photovoltaic systems

**91%** MSC tuna

**96%** RSPO Certified palm oil

**93%** Rainforest Alliance Certified cocoa



**17**  
Diversity & Inclusion ses-  
sions in 2023 and 2024

**– 35%**  
food waste per ton in our pizza  
production since 2019



**– 20.6%**  
food waste per ton in our ambient  
production since 2021

**63%**  
of the chicken

at our European production sites  
complies with the criteria of the  
European Chicken Commitment

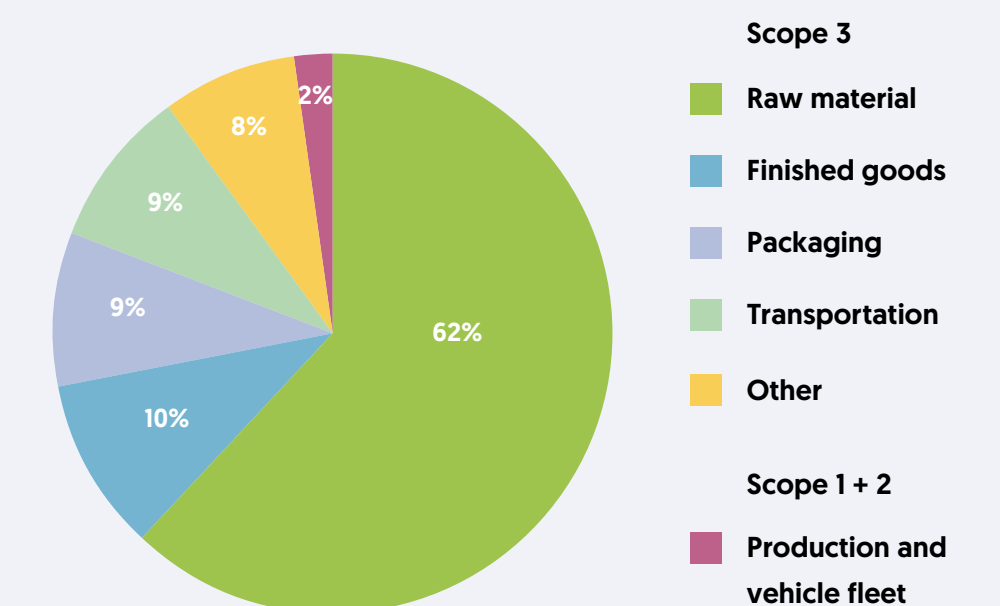
**17** national companies have  
supported SOS Children's  
Villages in 2024

**– 14%**  
less material for our  
pizza foils



**86.5%**  
of our packaging material recyclable at  
the end of 2024 (excl. co-packer goods  
and Tunisia due to data availability)

Share of scope 1, 2 and 3 of Company Carbon  
Footprint of 2.7 m tons CO<sub>2</sub>e







## From our *family kitchen* into yours

[GRI 2-1/2/6/7/9/11/17, 201/3-3, 201-1]

### A taste of home

For over 130 years, we have created moments of enjoyment that bring people together – starting in our own family kitchen and now reaching around 470 million people worldwide\*. ‘Creating a taste of home’ is more than our purpose; it’s our international compass. And it also means taking responsibility for the earth—the home we all share.

\* Source: Internal calculation based on consumer panel data from GfK/Kantar (2023)



### Lina Oetker—entrepreneur with a heart

The story of our founder, Dr. August Oetker is well known. In 1893, two years after the company was founded, he developed the first ready-to-use baking powder in his pharmacy, which was the perfect amount for a Sunday cake. But few people know that this was only possible because his wife believed in him: Karoline Oetker, affectionately known as ‘Lina’. She financed the purchase of the pharmacy, founded the legendary test kitchen and later navigated the company through one of its greatest crises after her husband and son passed away. At the same time, she cared for her employees and community: she donated to war orphans, established the Oetker crèche and supported cultural institutions.

*Lina*  
aka Karoline Oetker

**navigated the  
company through its  
biggest crisis**



Employees in the first premises of the Dr. Oetker test kitchen in 1960





From Bielefeld to the world

Today, we are still a family-owned business headquartered in Bielefeld, Germany. Our 45 diverse brands are distributed by more than 40 international subsidiaries. As a result, our products are enjoyed in kitchens across the globe, each carefully tailored to reflect the unique culinary preferences of different cultures and countries. We are one of the leading food companies in Europe for pizza, cakes and desserts—over 48% of European households bought at least one of our products in 2023. With Dr. Oetker Professional, we offer over 1 500 high-quality convenience products for the catering, hotel and professional kitchen sectors in more than 27 countries. Our subsidiary All About Cake forms the umbrella for new business models and ventures relating to baking.

› [Dr. Oetker | Locations & Brands](#)

Compliance and data protection? A matter of course for us.

› [GRI 2-25](#) › [GRI 418](#)

180 m euro  
in investments

in the 2024 financial year

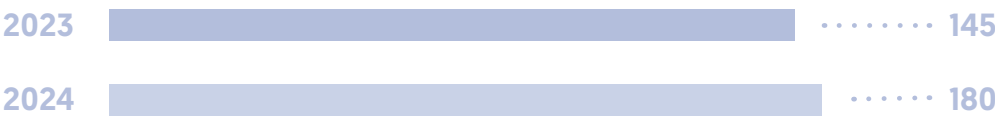
Dr. August Oetker Nahrungsmittel KG generated sales of around 3.75 billion euro in the 2024 financial year and 3.62 billion euro in 2023. Our investments increased from 145 to 180 million euro from 2023 to 2024. The number of employees rose slightly in 2024 from 14,314 [2023] to 14,480.

Key figures 2023 + 2024\*

Turnover (in billion euro)



Investments (in million euro)



Employees (headcount)

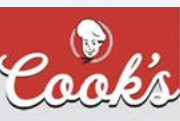


\* without first-time consolidation; in other publications, figures of Dr. Oetker and Coppenrath & Wiese are published together

TAYLOR  
&  
COLLEDGE



BERTOLINI



D'Gari

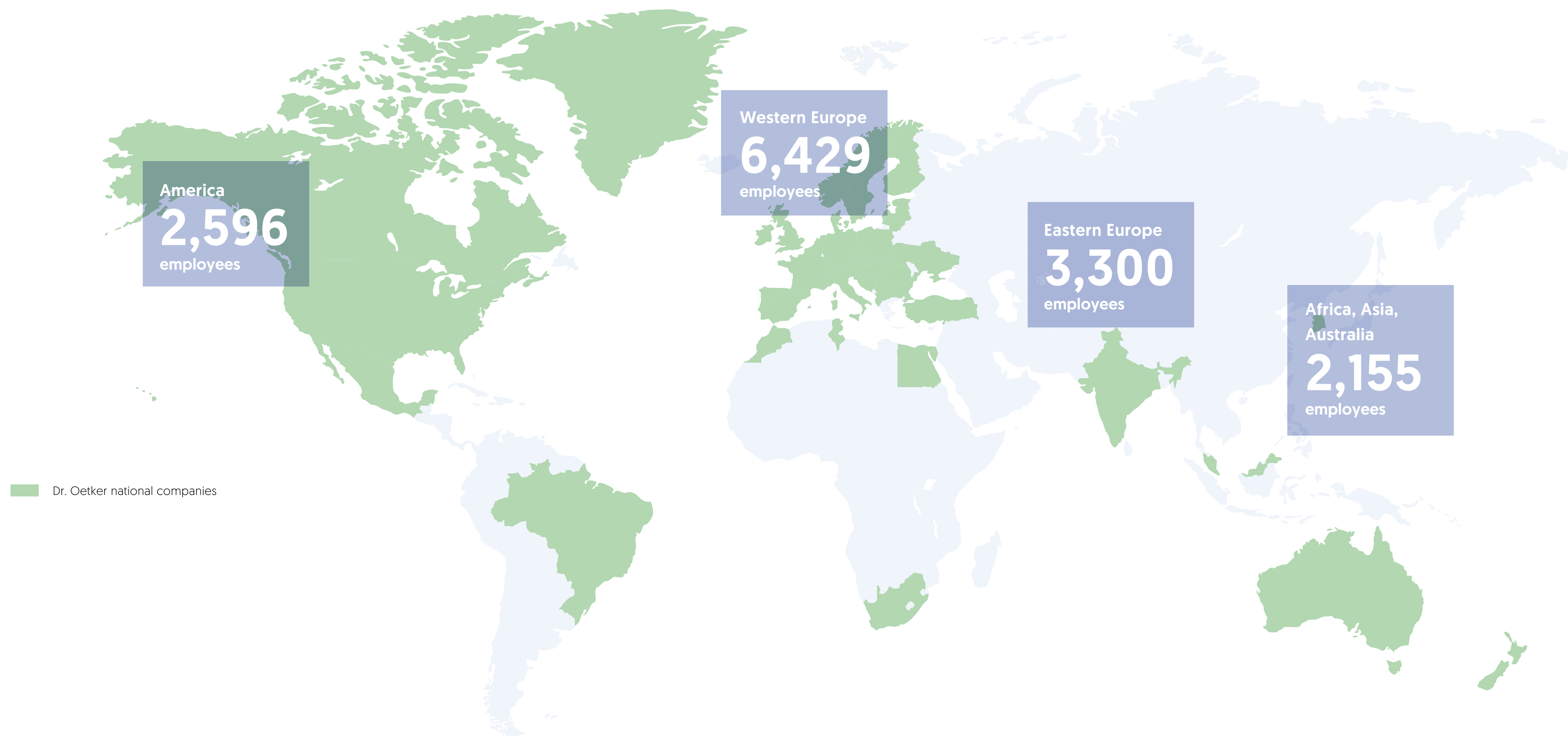
REXAL







## Dr. Oetker locations *worldwide*







# Dr. Oetker national companies with their sales and production locations *worldwide*

## Production locations

### Western Europe

- Germany** Bielefeld, Oerlinghausen, Wittenburg, Wittlich
- France** Schirmeck, Strasbourg
- Italy** Desenzano del Garda
- The Netherlands** Leeuwarden
- United Kingdom** Leyland

### America

- Brazil** Itatiba, São Paulo
- Canada** London, Mississauga
- Mexico** Querétaro

### Eastern Europe

- Poland** Gdansk, Łebcz, Płock
- Romania** Curtea de Arges,
- Serbia** Šimanovci
- Slovakia** Boleráz\*
- Czech Republic** Kladno
- Türkiye** Pancar
- Hungary** Jánossomorja

### Australia, Asia, Africa

- Egypt** Cairo
- Australia** Brisbane
- India** Kaharani, Noida
- South Africa** Durban, Johannesburg
- Tunisia** Tunis

## Sales locations

### Western Europe

- Belgium** Diegem
- Denmark** Glostrup
- Germany** Ettlingen
- Finland** Helsinki
- Ireland** Dublin
- Italy** Desenzano del Garda
- The Netherlands** Amersfoort
- Norway** Kolbotn
- Austria** Villach
- Portugal** Lisbon
- Sweden** Vallensbæk Strand
- Switzerland** Obergösgen
- Spain** Barcelona
- United Kingdom** Leeds

### America

- Brazil** Itatiba, São Paulo
- USA** Mount Laurel, Naperville

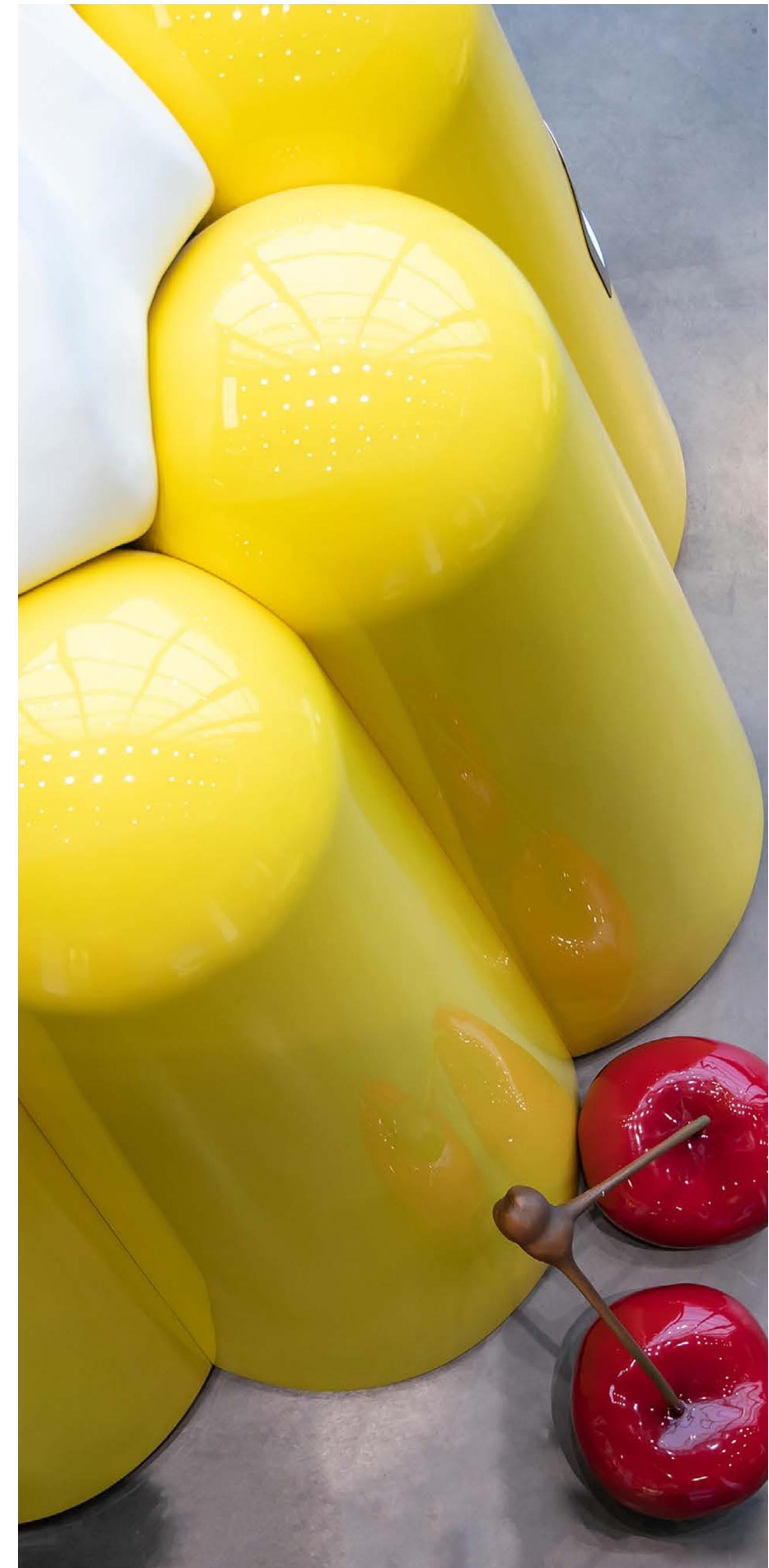
### Eastern Europe

- Bosnia and Herzegovina** Sarajevo
- Bulgaria** Sofia
- Croatia** Zagreb
- Lithuania** Vilnius
- Serbia** Belgrade
- Slovakia** Bratislava
- Slovenia** Trzin
- Ukraine** Kyiv
- Hungary** Budapest

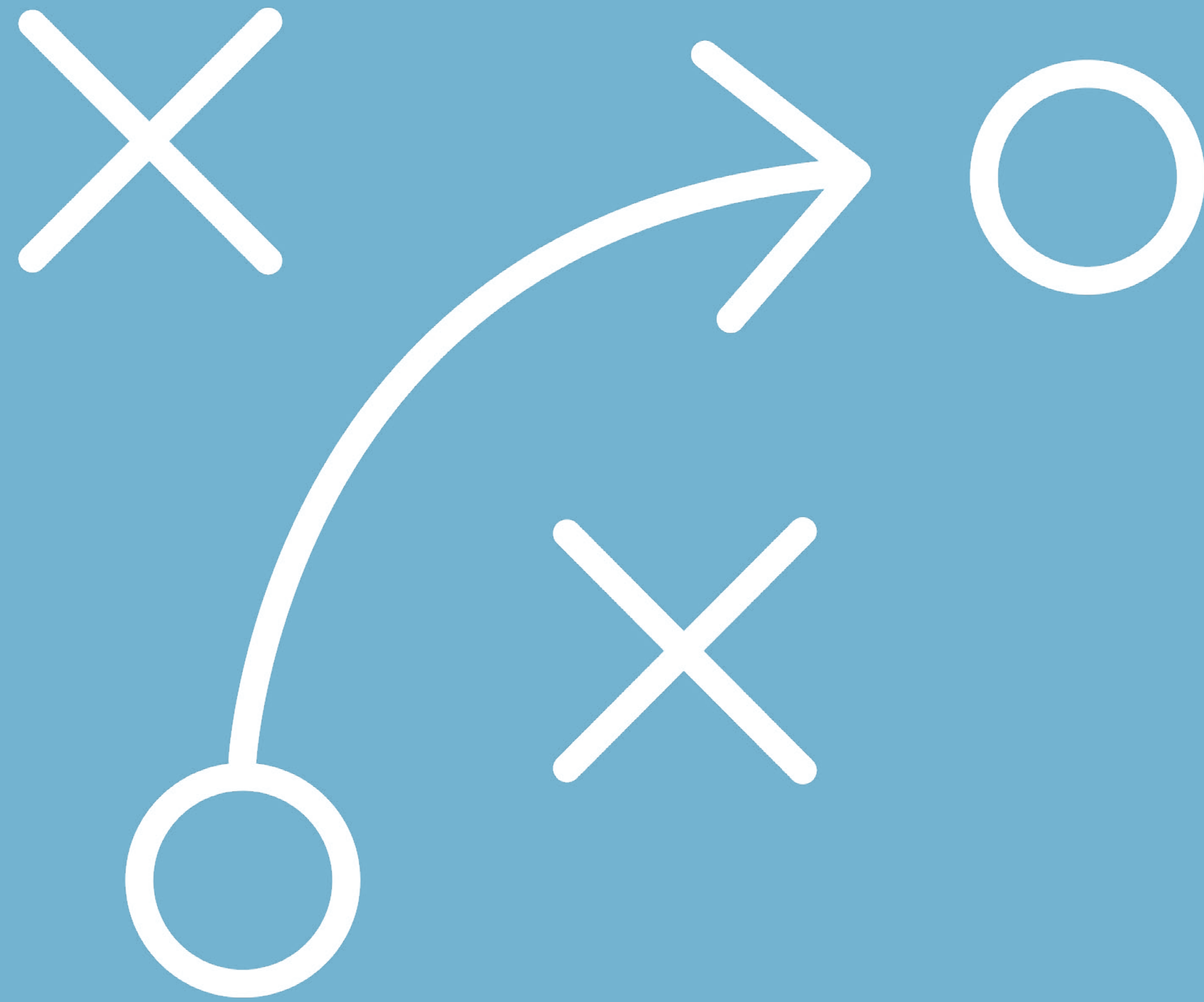
### Australia, Asia, Africa

- Australia** Melbourne
- India** Mumbai, Bengaluru, Kolkata, New Dehli
- Malaysia** Bukit Mertajam
- Morocco** Casablanca
- New Zealand** Auckland
- South Korea** Seoul

\* until June 2023







**Strategy and Management**





# Standing up for *our future*



Alexander Sack  
Executive Manager  
Sustainability

“It is great to see how we can drive sustainability at Dr. Oetker when the various departments and national companies pull together with their employees. Our sustainability team is the driving force behind this change.”





## Our sustainability organization and *strategy*

[GRI 2-12/13/16, 3-1/2, 201/3-3, 203/3-3, 203/3-3, 204/3-3, 205/3-3, 206/3-3, 301/3-3, 302/3-3, 305/3-3, 306/3-3, 308/3-3, 401/3-3, 402/3-3, 403/3-3, 404/3-3, 405/3-3, 406/3-3, 407/3-3, 408/3-3, 409/3-3, 414/3-3, 416/3-3, 417/3-3, 417-1/3, 418/3-3]

**Sustainability is firmly anchored in Dr. Oetker's strategy. Our goal is to make a positive contribution to people and the environment through innovative products and responsible behavior. With the Dr. Oetker Sustainability Charter published in 2020, we have defined clear, measurable goals aimed at balanced nutrition, resource conservation and social responsibility.**

We pursue a systematic and structured approach to continuously developing our sustainability strategy, ensuring it aligns with current challenges, stakeholder expectations, and regulatory frameworks. A key component of this process is the regular strategy review process. The goal is to review our strategic sustainability goals and measures for their impact, feasibility, and accuracy, and to adapt or further develop them if necessary. In doing so, we are guided by recognized frameworks such as the United Nations' Sustainable Development Goals (SDGs). A key basis for the further development of our strategy is the materiality assessment, which we comprehensively updated during the reporting period. This analysis served to identify those sustainability topics that are of greatest importance both to our stakeholders and to the long-term success of our company.

The analysis process included, among other things, internal workshops, a systematic assessment of external requirements, and dialog with relevant stakeholders. The results were discussed and agreed upon in a validation workshop with the Sustainability Steering Committee.

A key outcome of our last strategy review process is our commitment to the Science Based Targets initiative (SBTi). This commits us to aligning our company-wide emissions targets with the findings of climate science. Another concrete result of the strategy revision is the specification of our packaging targets. We want to ensure that our packaging is 100% recyclable, compostable, or reusable by 2030.







## Sustainability: *Our goals*

With the Dr. Oetker Sustainability Charter, we are committed to acting sustainably. To this end, we have set ourselves specific goals, which we assign to the three dimensions “Our Food”, “Our World” and “Our Company”. “Our Food” aims to achieve greater consumer transparency and balanced, more sustainable products. “Our World” summarizes goals for the environment and society – we want to protect the climate, avoid food and packaging waste as much as possible and source critical raw materials sustainably and responsibly. “Our Company” reflects the fact that people are at the center of everything we do. We believe in respectful co-operation, a safe working environment and a diverse workforce.

With our goals, we also support the 17 Sustainable Development Goals of the United Nations. Their achievement by 2030 should ensure that all people can live in a socially equal world, receive a good education, and secure decent employment. At the same time, economic growth must be ecologically sustainable to protect our planet and our environment.



# 6 Sustainable Development Goals

We particularly support



# Our Sustainability Charter



## Our Food



### Full and best understandable transparency for consumers

- By 2025 we will provide our consumers with full transparency regarding the nutritional values and the sustainability of the ingredients in our products.
- In addition, we will offer more balanced alternatives for many products and communicate these clearly.



### Improving the health credentials of our current products by 2025

- We are reducing the salt content of our pizza products to 1 g/100 g.\*
- In our desserts, we are reducing the sugar content by 15%.\*
- In our baking mixes, we are reducing the sugar content by 10%.\*

\* Sales weighted



### Investing in innovative food choices for a more balanced and sustainable lifestyle

- Since 2021, we have introduced ranges for a more balanced and sustainable lifestyle in all product categories.

## Our World



### Becoming climate neutral in all direct and indirect operations by 2050

- We will reduce our carbon footprint by 35% across all direct and indirect areas of influence (Scopes 1, 2 and 3 according to the Greenhouse Gas Protocol) by 2030.
- We will achieve climate neutrality in all direct and indirect areas of influence by 2050.
- We are committed to revising our climate targets in line with the current SBTi criteria in 2024.



### Reduction of food waste

- By 2025 we will reduce the food waste generated in our warehouses and production by 25%.
- We want to contribute to avoiding food waste that arises beyond our direct control, for example through cooperation with our suppliers and retailers.



### 100% recyclable, reusable, or compostable packaging by 2030

- Since end of 2023, we already reached recyclability for 88% of our packaging material.\*
- We'll remove, reduce, & reuse packaging, while ensuring optimal product protection. This will be aligned with our CO<sub>2</sub> reduction roadmap among our SBTi commitment.

\* Excl. co-manufactured products as well as Australia, Tunisia, South Africa and Egypt due to data availability



### Sustainable sourcing standards in our supply chain by 2030

- We continuously monitor and evaluate social and ecological aspects associated with our raw materials.
- We have been implementing human rights due diligence in our supply chains via the Supply Chain Due Diligence Act since the beginning of 2023.
- We will establish deforestation-free supply chains by 2025; e.g. for paper, soy, sugar, palm oil and cocoa.
- We already purchase sustainably certified raw materials when procuring palm oil and cocoa; by 2023, 20% of the vanilla we use will be sustainably certified. By the end of 2025 we want to buy 100% of chicken meat according to the criteria of the European Chicken Commitment as well as 100% cage-free eggs and egg products. Also, we are working on the sustainable sourcing of further raw materials.

## Our Company



### Zero tolerance of any kind of discrimination or harassment

- We will expand existing, or establish easily accessible and strictly monitored, grievance mechanisms for all employees.



### Ensure the right of freedom of association and collective bargaining

- We work closely with employee representatives and ensure that employees can form and join organizations of their choice.



### Provide a safe working environment

- We want to avoid occupational accidents completely.
- By 2025 we will implement an occupational health and safety management system at all production sites that complies with the internationally recognized certification standard ISO 45001.



### Pay every employee a living wage

- We want to ensure globally that our employees receive a fair and equitable salary for their work. We are a trustworthy employer, where employees can count on receiving a salary to afford a decent life based on local living standards.



### Warrant equality and value diversity

- We will continuously strengthen our culture of diversity and inclusion.
- We will ensure equality for all people and promote diversity in the recruitment and development of staff.





## Standing up for our future

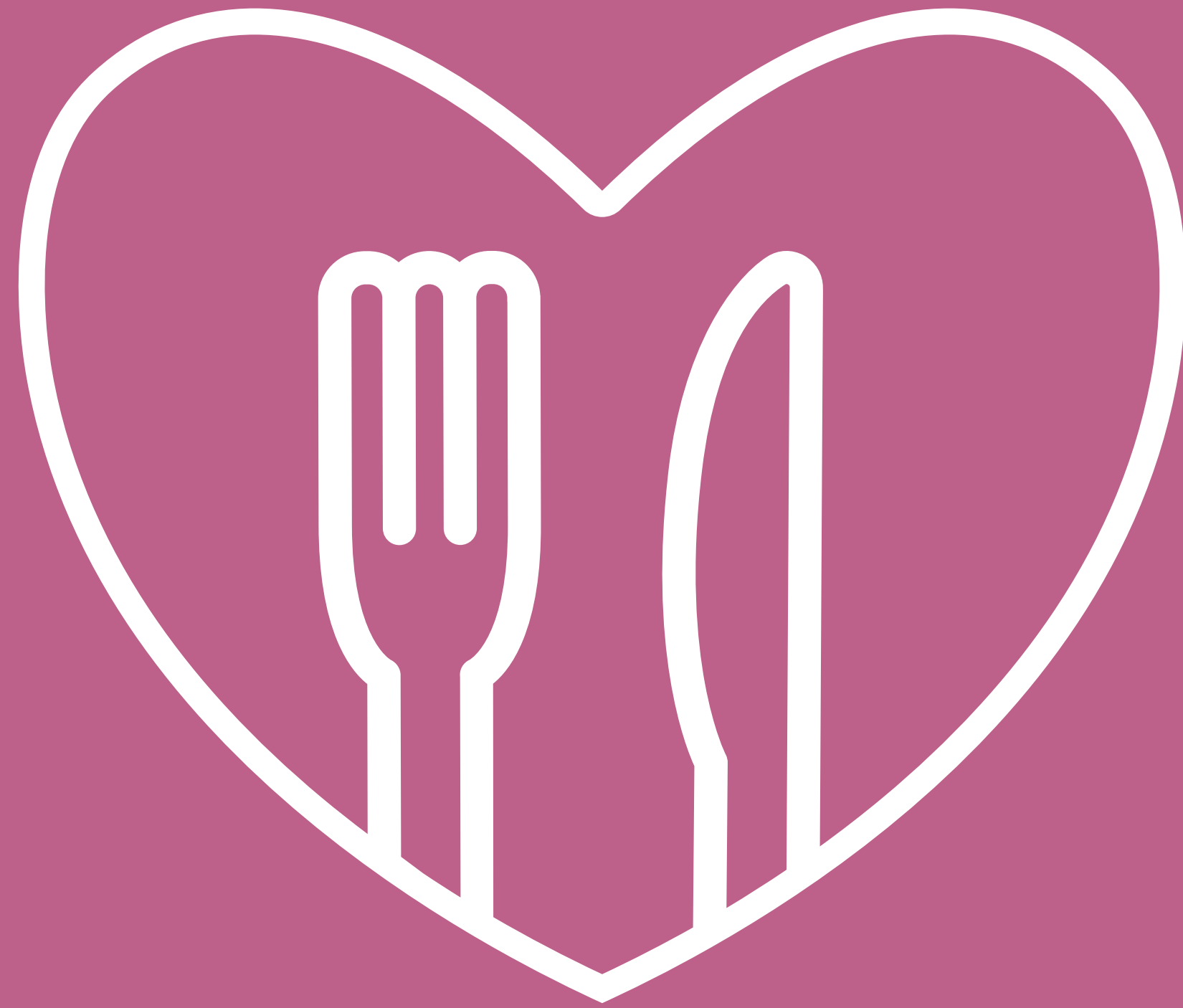
Overall responsibility for driving sustainability lies with international management. The implementation of our sustainability goals is managed centrally by the international sustainability department and supported by the cross-functional Sustainability Steering Committee. This committee meets regularly to prioritize measures, allocate resources and review progress. International management and specialist departments such as Purchasing, Production, Marketing and People and Culture work closely together to integrate sustainability into all company processes and drive forward innovative solutions. In 2024, we also defined Sustainability Country Representatives in each country, who are appointed at the management level of the respective country organizations, to improve the international operationalization of sustainability targets, particularly for topics for which responsibility lies at country level. The Advisory Board, which supports the international management, is informed about the company's developments around sustainability at regular meetings.

8  
Members

form our Sustainability  
Steering Committee







**Our Food**





# Best possible *transparency*



**Margit Gamper**  
Senior Executive Manager  
International Marketing

“We believe in transparency and want to share our knowledge with the people who love our products.”





## Sharing knowledge *transparently*

[GRI 417/3-3, 417-1/3]

**What are the nutritional values of my muesli? How can I recycle the packaging? And what impact does my favorite pizza have on the climate? In the future, each of our products will tell its story transparently – and more and more people will want to hear it. In 2023, almost 50% of respondents across all age groups expected to pay more attention to environmental claims when choosing food in the next twelve months\*. We want even more of them to do so. So, we're making it even easier for them. There are already labels on many packaging or product websites for nutritional labelling, raw materials and recycling. Carbon footprint information will be added later. In short, our products are becoming more transparent than ever before. And they will remain as tasty as ever.**

\* FMCG Gurus Sustainability 2024

### Safety first

We have always used only carefully selected, strictly controlled ingredients and guarantee strict compliance with hygiene regulations along the entire production and supply chain. In doing so, we often go far beyond the legal requirements. This is because we want to recognize potential risks as early as possible – and thus avoid them – from the field to the supermarket to our consumers' kitchens.

› GRI 417

### All right

Our food labelling is based on the European Food Information Regulation [EU] 1169/2011, which stipulates that the following mandatory information must be clearly legible on packaging: Name, list of ingredients, nutritional information, allergen labelling, filling quantity information, best-before date, quantitative ingredient declaration [QUID], preparation instructions, storage instructions and the name and address of the manufacturer. In addition, there are further [local] labelling regulations – and of course we are constantly adapting our packaging to the current legal situation.



### Scores for nutritional properties

Following a gradual changeover since 2022, all our products in Spain, the Netherlands, Portugal, Switzerland, Germany, France, Belgium and Luxembourg have carried the Nutri-

## All products

**carry Nutri-Score in eight European countries**

Score since 2024. In Italy, we use NutrInform Battery label for our baking mixes, in Finland the Heart symbol for our Vitalis Crunchy Muesli. Why? Because we want our consumers to be able to better assess the nutritional properties of our products. Especially in comparison with our competitors – and we ourselves have a guide for improvements.

Since this year, however, two identical products may be offered with a different Nutri-Score. This is due to a fundamental change in the calculation: from 31 December 2023, a new algorithm will be used for new foods placed on the market, while there is a two-year transition period until the end of 2025 for products already on the market. Even though we want to offer our consumers the greatest possible transparency, the conversion of our packaging will still take some time. We have been gradually introducing the new Nutri-Score label on our packaging since 2024. However, to ensure that we do not unnecessarily destroy packaging that has already been printed, it will be used up with the original algorithm.



**Dr. Petra-Alina Unland**

Executive Manager International Food Law

“We want to provide our consumers with the best possible information and have therefore decided to use the Nutri-Score. Unfortunately, it is not accepted in many EU member states. As a result, we have had to split our multilingual products into several language versions, which runs counter to our sustainability endeavors. We would therefore like to see a consistent, binding EU-wide front-of-pack label that consumers and companies can adapt to and rely on. The algorithm should be based on objective, nutritionally based criteria, evaluate all product categories fairly and enable consumers to differentiate between them. Ideally, it should reveal differences both within certain food categories and across them.”





## Best possible transparency

### At a glance

Since 2023, we have been using a specially created set of icons based on EU regulations and industry standards to highlight special features of our products, ingredients or recipes, e.g. 'Plant-Based', 'Less Sugar' or 'Gluten-Free'. A uniform icon style for all our communications ensures that our messages are standardized across all channels for our masterbrand. Where appropriate and possible, we also use independent labels from certifiers such as the [Rainforest Alliance](#), the EU's V-Label or the Vegan Society label in the UK. These icons and labels provide guidance on more and more Dr. Oetker packaging in more and more countries.



### Recycle right and feel good

We are increasingly developing our product packaging in such that it can be recycled in the best possible way. To help ensure that every material ends up in the right bin, we are increasingly informing our consumers about the corresponding labels. At the same time, we are continuing to implement local labels and regulations, for example in Bulgaria, France, India and the UK. In Bulgaria, we use the specified 3-arrow graphics; in France, the mandatory Triman logo is being implemented. In India, Dr. Oetker is registered under the EPR [Extended Producer's Responsibility] program and includes a material code and thickness specification on the packaging. In the UK, we use the widely recognized On Pack Recycling label icons, while in the Netherlands we use the Disposal Guide labels from the Dutch Institute for Sustainable Packaging [KIDV].

### Made4Recycling

Recycling systems vary greatly around the world. For example, polypropylene [PP] is technically very easy to recycle, but unlike in Germany – where it is collected through the Yellow Bag system – it is not recycled in all countries. The easiest way to avoid waste is therefore still to save material. In order to make everything else as recyclable as possible, we have looked at international public guidelines and opti-

ons for recycling and set out specific guidelines for sustainable packaging made from particularly low and highly recyclable materials.

### Small footprint, big step

What is the better decision for the climate? We ask ourselves this question every day. Because only if we know the carbon footprint of our products can we share it with our consumers – and they can make better choices. We can already calculate the product carbon footprint [PCF] for many of our products semi-automatically. The big challenge here is that the many different calculation methods and labels on the market are currently still difficult to compare. Besides, there are different ways of presenting the PCF to make it understandable and therefore applicable for consumers. That's why we will be working on communicating the PCF for some of our pizzas in 2025 and will continue to develop this further based on feedback.



Colleagues from marketing, packaging development and food law work together on icons and labels







## Relationships in *dialogue*

[GRI 2-28/29, 402-1]

Knowing what moves our stakeholders: Through dialog, we build value-adding relationships with our most important interest groups and align our actions accordingly. We are noticing an increasing relevance from NGOs, journalists and consumers on the following topics.

- **Animal welfare and vegan offerings**
- **Sustainable packaging**
- **Production of our raw materials with regards to environmental protection and human rights**
- **Diversity and Inclusion**

It is also noticeable that these issues polarize to some extent, especially among consumers – while many call for more commitment, others are critical of changes.

Over 113,000 enquiries

are handled annually by our customer service in Germany alone.

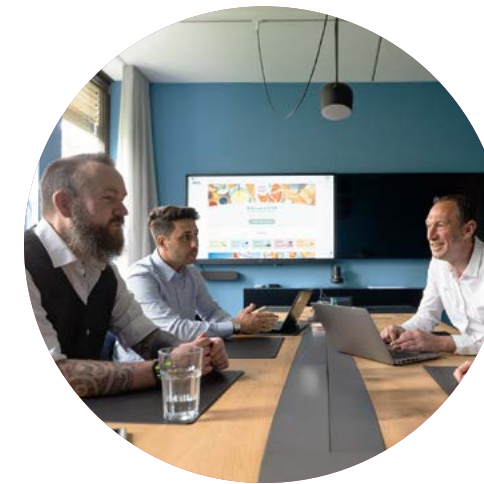


### Consumers

We want to know what moves our consumers – and give them answers to their questions. In 2024, we updated our internal Transparency Playbook; a guide that contains step-by-step instructions and tips on how to make information about our products more transparent for our consumers. Most of our national companies have their own local brand websites and social media channels and offer personal dialog via telephone and email. In many national companies in Europe, as well as in Brazil, Mexico, Canada, India and South Africa, for example, there is a dedicated consumer service.

From a few to over 113,000 requests are received by our consumer services each year – depending on the size of the national company and how well known it is in the market. The most important thing: we answer every enquiry carefully – and share the lessons learned within the company.

In addition to developing countless recipes and testing products for guaranteed success, our famous Dr. Oetker test kitchens invite consumers and schoolchildren in many national subsidiaries to cook and bake together.



### Retail

We are in close contact with our retail partners so that our consumers can buy more sustainable, healthier products and find out about them as transparently as possible in their local supermarkets.



### Suppliers and service providers

As strong partners at our side, our suppliers and service providers play a key role in enabling us to purchase more sustainable raw materials. We have set out with them to become better. For them, for us and for our environment.

[› Climate Supplier Program](#)







## Best possible transparency



### Associations, science and research

Keeping our finger on the pulse: Through our membership of associations and close cooperation with science and research, we keep abreast of current consumer trends, political or technological development and relevant scientific findings.



### Membership of associations and organizations

AIM European Trade Mark Association  
BDSI Federal Association of the German Confectionery Industry  
Lebensmittelverband Deutschland e. V.  
BVE Federation of German Food and Drink Industries  
CGF The Consumer Goods Forum  
DTI Deutsches Tiefkühlinstitut e. V.  
Chamber of Commerce and Industry of Serbia, Food Industry Association  
FNLI Dutch Food Industry Federation



### [Potential] applicants

We also receive valuable impetus and fresh ideas from new colleagues. We are looking for them worldwide as part of our 'Join the Taste' employer branding concept. This is implemented through numerous measures by our local People and Culture teams, who are in contact with potential applicants around the globe. We are delighted to see that sustainability is increasingly becoming a criterion for both experienced professionals and career starters when choosing an employer\*.



### Politics and local communities

Wherever we are, we are part of the community. It is therefore a matter of course for us to be in dialog locally. And we are committed to the local communities near our sites.

[› Social Commitment](#)



### Media representatives, NGOs and the general public

We want to provide media representatives, NGOs and the general public with the best possible information – and know what moves them. Enquiries from all over the world are answered on our corporate website or by our international press office and supplemented by local press offices, for example in Germany, Italy and Poland. We network and engage in background discussions, interviews, press events, conferences, and working groups. This openness allows us to continuously learn and improve.

All of our communicators regularly inform relevant departments and [international] management about incoming enquiries and issues. As a result, suggestions and proposals for improvement are processed and, if necessary, products or processes are adapted.



### Employees

Our employees are the foundation of our company's success – and they make our sustainable path into the future possible in the first place. With fresh ideas and great dedication, they advance this mission every day. They are actively involved across our numerous national subsidiaries and internationally through continuous internal communication. Because even though not everyone can be involved to the same extent, we bring everyone along on our journey. It is a journey filled with many challenges – challenges we can only overcome together. [› Diversity as an opportunity](#)

\* e.g., European Investment Bank (EIB) Climate Survey, published in March 2023, survey taken in August 2022 with more than 28,000 participants, representative panel of people aged 15 and above for each of the 30 countries polled: 76% of Europeans aged 20–29 say the climate impact of prospective employers is an important factor when job hunting.





More balanced and  
sustainable *products*



**Dr. Matthias Berger**  
Senior Executive Manager  
R&D and Innovation

“470 million people enjoy our pizzas, cakes and desserts and share them with friends and family. We have a great responsibility towards all these people. We have therefore set out to offer more and more enjoyable, healthier products made from sustainably produced ingredients in each of our ranges.”





More balanced and sustainable products

## Make conscious decisions and *enjoy sustainably*

[GRI 416/3-3]

Our products are our pride and joy. Each one is the result of over 130 years of experience and our modern-day expertise. We are now working harder than ever to help our consumers achieve a balanced diet and a sustainable lifestyle. With constantly evolving products that contain less salt and sugar and therefore have better nutritional properties. With more sustainable ingredients and ever more enjoyable plant-based product alternatives that are better for our planet. What we will never change? That our products taste great and always turn out well.

150+  
recipes

with optimized  
Nutri-Score

### What does that actually mean?

More balanced, more sustainable – what exactly does it mean? We at Dr. Oetker have discussed this intensively and defined it for ourselves.

- ‘More balanced’ for us are therefore products that have a legally authorized health or nutrition claim or that are Non-HFSS
- ‘More sustainable’ for us are products that are marketed as vegan or vegetarian or use sustainably certified raw materials.

### What is HFSS

HFSS stands for ‘high in fat, salt and sugar’. HFSS products are therefore foods and drinks that have a high content of [saturated] fats, salt and sugar according to the UK Nutrient Profiling Model, developed by the British Food Standards Agency. According to the model’s criteria, foods with a value of four or more and drinks with a value of one or more are categorized as HFSS products.

### For more balance

Dr. Oetker Serbia is a member of the Food Industry Association of the Chamber of Commerce and Industry in Serbia and a supporter of the ‘Tezi ravnotezi/Strive for Balance’ platform, which promotes a balanced diet and the prevention of obesity in children and adults.





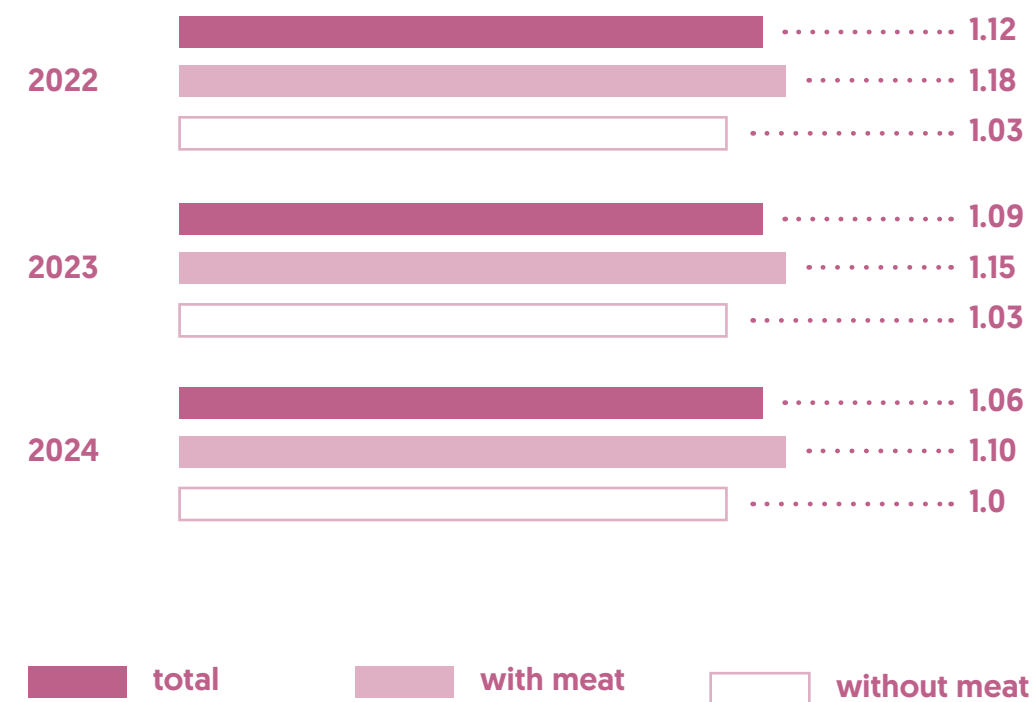


## All there is to know about *Pizza*

### Less salt

1.06g/100g – we have already reduced the salt content in our pizzas by this much. And we're not giving up there! We are continuously working on this, aiming for all our internationally sold pizzas to contain an average of no more than 1g salt/100g [sales weighted average] – and still taste as good as ever.

### Development of the sales weighted salt content (in g/100 g)\*



\* Sales-weighted average for all international Dr. Oetker locations [excl. Baltic States, Ukraine, Croatia, as well as all African and Asian locations]

### High in protein

This health claim applies to our product 'My Pizza Slice', which is available in Denmark, Sweden, Finland and Norway. My Pizza Slice is a range of snack pizzas that can be prepared in the microwave, air fryer or oven. They do not contain flavor enhancers, are a source of protein, and the crust is made from wholemeal flour and enriched with skyr.

### A portion of vegetables

In the UK, we offer a 'Deep Dish One of Five a Day 5'" for our Dr. Oetker Professional brand: The 5-inch deep dish style pizza has been redeveloped to reduce the salt content to 1g per portion. It is a source of protein, contains less saturated fat and, thanks to the tomato sauce, counts as one of 5 portions of fruit or vegetables a day. This makes it ideal for schools, children's menus, parties and snacks.

### Less fat, more proteins

In India, we offer a low-fat option with De'lite Mayonnaise. Our peanut butter is high in protein and contains no added sugar at all.



1.06 g  
per 100 g

is the average salt  
content of our pizzas  
worldwide







## For cakes and desserts

### Less sugar, please

How can we make our cakes and desserts taste just as good – and yet contain less sugar? With the right recipe, fine-tuned step by step.

### Sugar reduction numbers Vitalis Range, 2022 with 2024 – in g/100 g\*



17.5 g/100 g\*

of sugar in our international Vitalis product range

\* sales-weighted average



### The big picture

- In Italy, the recipes have been finalized – for an average of 15% less sugar in all desserts and 10% less sugar in 90% of cakes [from 2021 to 2025]. 33% of dessert products are already available with the changed recipe, and for cakes it's already 62%.
- The sugar content of our pancakes in the UK was reduced by 12.7–14.5% from 2022 to 2024, while the pud in a mug mixes were reduced by 8.5–11% from 2023 to 2024.
- In July 2024, Dr. Oetker in Canada reformulated its Shirriff Pie Filling & Dessert Mix products, reducing sugar by 25% and replacing artificial colors and flavors with natural alternatives – all while maintaining the same great taste. Consumer studies confirmed the new recipe and showed a strong preference for the updated product.

These are just a few examples – step by step on the way to the big goal.



### Without sugar or sweeteners

Our new gelatine desserts in Mexico are made without sugar and sweeteners: D'Gari a tu gusto. This makes them the first product line without a NOM051 warning on the packaging. According to the 'Norma Oficial Mexicana 051\*', foods and drinks that exceed certain nutrient limits must be labeled with warnings. We also advertise this on our Natural Vibes Range, which we have been offering in Serbia since June 2022 and which can also be prepared as a vegan option.



### Muesli and porridge with no added sugar

A Vitalis range with no added sugar has been available in Germany since 2023. The four varieties provide a low-sugar start to the day without sacrificing the usual delicious crunch at breakfast – with Nutri-Score A and a high fibre content. In Germany, Hungary, Austria and Italy, we offer Vitalis Porridge without added sugar, which can also be labelled as a 'Source of Fibre and Protein' with Nutri-Score A.

\*According to "Norma Oficial Mexicana 051", food and beverages that exceed determined nutrient values, need be labelled accordingly.



### High protein

Our High Protein range of desserts, coffee drinks, mueslis and cakes is successful in numerous markets without added sugar.

### Inspiring better baking

Since 2024, our [UK brand website](#) has been sharing simple tips with consumers on how to bake healthier—such as using alternatives to butter or sugar.







More balanced and sustainable products

## Sustainable *ideas*

On the way to more sustainable products, we are increasingly offering plant-based alternatives and recipes and showing how even our classics can be prepared as plant-based options. In addition to the positive impact on animal welfare, plant-based products have a significantly lower CO<sub>2</sub> footprint than meat or dairy-based products. And a conscious and plant-based diet is becoming increasingly relevant: 41% of Germans now eat a flexitarian diet, for example. The proportion of those who buy alternative foods more often has risen by ten percentage points in the past five years [2020: 29%, 2024: 39%].\* The German market for vegan products is thus also developing more strongly than the overall market for consumer goods.\*\*

\* German Federal Ministry of Food and Agriculture [BMEL] Nutrition Report 2024

\*\* YouGov Shopper Intelligence



### Sustainable trend

Practical and efficient – air fryers have become an integral part of kitchens. It's no wonder, as they often provide healthier options, have shorter preparation times and use less energy to prepare all kinds of savory and sweet delights. Dr. Oetker supports its consumers in numerous countries with preparation instructions: e.g. for bistro baguettes or recipes, and with new products, such as our My Pizza Slice and our baking mixes for chocolate muffins and plum cakes from Italy.

**Plus:** Another lever – the baking times of our products: The new recipe for our lemon cake mix 'Moelleux aux bon gout Citron' from Elsa for example now needs to be baked for five minutes less.



Our Open Innovation Team with Dr. Matthias Berger, Anne Krug and Dr. Avdesh Chaudhary manage the collaboration with the Technical University of Munich.

### Innovative concepts with start-ups What will we eat tomorrow?

Since April 2023, we have been cooperating with the Technical University of Munich in Weihenstephan Germany, a dynamic incubator that promotes innovative start-up teams working on pioneering food concepts. Together with experts from science and the start-up scene, we are working on developing revolutionary ideas for the food of tomorrow. In October 2024, the collaboration focused entirely on regenerative agriculture. As a partner of TUM Venture Labs, we contributed two challenges to the #GrowthAlliance Idea Camp – a hackathon for students who are enthusiastic about future technologies and innovative solutions in the agricultural and food industry.







More balanced and sustainable products

So good. *Our new vegan products.*  
As well as our classics, now prepared vegan.



### Cozy

In Germany, amongst other products, our rice puddings are now labelled to show how they can be made into a delicious ‘sweet meal’ with a plant-based alternative.



### Yummy

In Romania, we show on the packaging how our Baking Mix Gogosi can be prepared just as deliciously without milk or eggs.



### Pie fillings

The new recipe for our Shirriff cake fillings in Canada allows a vegan preparation, which is labelled on the packaging.



### Vegan jelly

Brazilian consumers can now enjoy their favourite vegan dessert.

Since March 2025, there are three new vegan crunchy mueslis in Germany with a Chocolate Chunk alternative that is plant-based.

### Vegan with award-winning taste

Our vegan pizzas and snacks are no longer new – some have become firmly established. No wonder we have won the PETA Vegan Food Award three times in a row.

- **2024:** Our Bistro Baguette Spicy BBQ Vegan! The two crispy baguette halves are topped with broccoli florets, onions, peppers, tomatoes and a layer of pea protein, served with a spicy tomato sauce. Chip crumbs provide a special crunch. A hint of chili and a light BBQ note round off the recipe.
- **2023:** Our vegan La Mia Pinsa spinach is just as unique as the other La Mia Pinsa products and comes with a vegan cheese alternative and special toppings to cater for the current trend towards vegan diets.
- **2022:** Our Ristorante Pizza Margherita Pomodori Vegan with its crispy, thin base, rich toppings and selected ingredients makes this pizza irresistible for anyone who loves Italian-style pizza – the vegan way ...

More and more products contain sustainably certified raw materials, such as organic ingredients or Rainforest Alliance Certified cocoa and MSC tuna – find out more › [Our World Sourcing](#)



3 x  
**PETA Vegan  
Food Award**

**in a row for our  
vegan pizzas and snacks  
in Germany**





- being planned
- started with implementation
- being implemented and on track to achieve the target
- implemented and continuously monitored

Goals	Progress	Comment
Full and most understandable transparency for consumers		
By 2025 we will provide our consumers with full transparency regarding the nutritional values and the sustainability of the ingredients in our products.	<div><div></div><div></div><div></div><div></div></div>	In 2024, we updated our internal Transparency Playbook – a guidance document that provides step-by-step instructions and guidance on how to make our family of brands more transparent for our consumers. In addition, we now use Nutri-Score on all products in the markets where it is permitted, allowing us to provide consumers with greater transparency around the nutritional value of the products they consume. We also use NutrInform in Italy. More and more products carry our informative icons and/or recycling labels.
In addition, we will offer more balanced alternatives for many products and communicate these clearly	<div><div></div><div></div><div></div><div></div></div>	Recognizing the growing consumer interest in permissible indulgence and functional foods, we are exploring ways to address this demand through more balanced product offerings and by identifying effective ways to communicate these to consumers.
Improving the health credentials of our current products by 2025		
We are reducing the salt content of our pizza products to 1g/100 g	<div><div></div><div></div><div></div><div></div></div>	We've been working continuously to reduce salt across our full pizza range while ensuring the taste remains the same. At the end of 2024, we achieved an average salt content of 1.06g/100g and expect this to be further reduced in 2025.
In our desserts, we are reducing the sugar content by 15%	<div><div></div><div></div><div></div><div></div></div>	We've been working continuously to reduce sugar across all our desserts while ensuring the taste remains the same. The status quo varies among local organizations and product ranges.
In our baking mixes, we are reducing the sugar content by 10%	<div><div></div><div></div><div></div><div></div></div>	We've been working continuously to reduce sugar across all our baking mixes while ensuring the taste remains the same. In addition, we have also innovated to expand our range of savoury baking mixes. The status quo varies among local organizations and product ranges.
Investing in innovative, healthier food choices		
Since 2021, we have introduced ranges for a more balanced and sustainable lifestyle in all product categories	<div><div></div><div></div><div></div><div></div></div>	We offer various vegan products in the pizza, cake and dessert categories in many stores, as well as vegan recipes and preparation instructions. In the area of more balanced nutrition, there are numerous international and local products that are high in protein or low in sugar – such as a Vitalis range with no added sugar in Germany since 2023. In India, we offer a low-fat variant in the form of De'lite mayonnaise.





**Our World**





# Protecting the climate



**Tobias Bauer**  
Senior Executive Manager  
Pizza Production Unit



**Innovations are crucial because they lead to more sustainability in our production – and to more efficiency. Our goal is to be able to produce free of fossil fuels. Across the board, we are demonstrating our resolute ambition to greater climate protection through our SBTi Commitment.”**





## Preserving *natural* resources

[GRI 101-4/8, 302/3-3, 302-3/4, 303-1/2/5, 305/3-3, 305-1-5]

**We are all feeling the profound consequences of man-made climate change: melting glaciers, extreme weather events, threatened habitats. The food industry also contributes to climate change – in processing, but especially in the upstream agricultural processes. As a food manufacturer, we accept our responsibility and see it as our duty to minimize our contribution to the progression of climate change. That is why we support the Paris Agreement on climate protection and the goal of limiting global warming to well below 2°C. For a planet worth living on – for future generations too.**

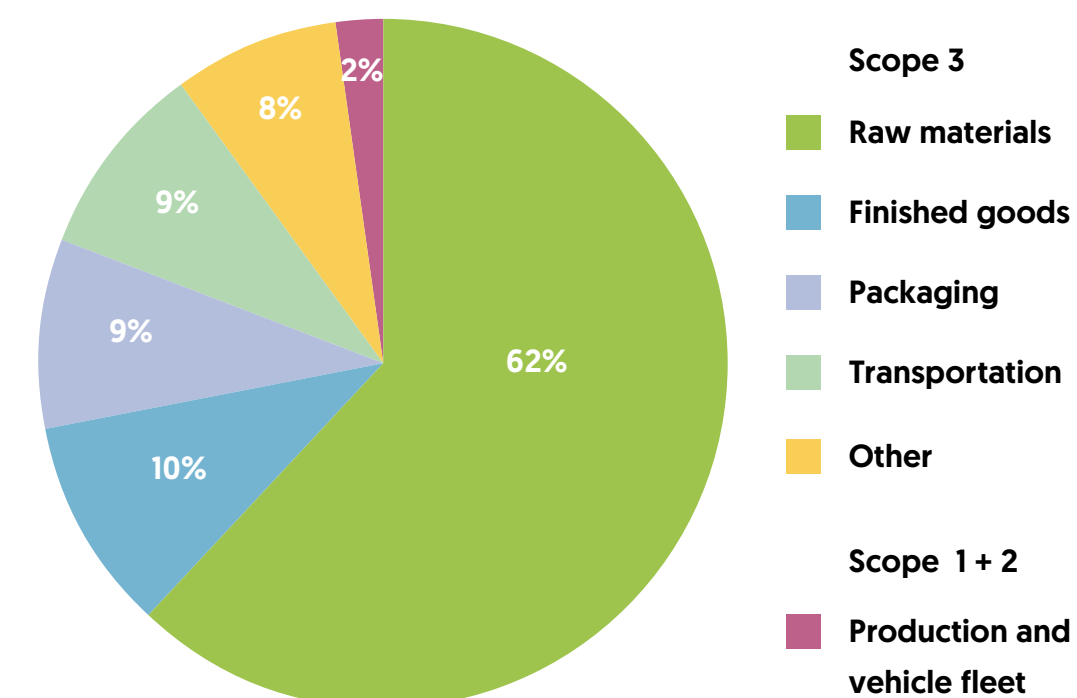
### On the way to Net Zero 2050: our SBTi Commitment

We have joined the Science Based Targets initiative (SBTi) and are thus committed to science-based climate targets and continuous reporting in accordance with the criteria of the globally recognized initiative. Since 2024, we have been working on a roadmap with short- and long-term targets for decarbonization by 2050. As a basis for this, we have recently calculated our company carbon footprint for 2024, which totals 2.7 m tons CO<sub>2</sub>e.

As part of our ongoing review of the effectiveness of our sustainability measures, we have decided to stop offsetting the emissions from our sites through compensation projects. While the concept of CO<sub>2</sub> offsetting can be valuable as a supplementary measure to avoiding and reducing emissions, current practices do not yet ensure reliable and verifiable reductions in CO<sub>2</sub> emissions. Starting in 2024, we will resume recording the CO<sub>2</sub> emissions from our locations. At the same time, we are actively working to directly avoid these emissions – now and in the future.

### This is our Corporate Carbon Footprint

#### Share of Scope 1, 2 and 3 of Corporate Carbon Footprint of 2.7 m t CO<sub>2</sub>e



#### Intensity of Scope 1 and 2 greenhouse gas emissions – in t CO<sub>2</sub>e/t \*



\* 2024 excluding quantities produced in Australia; 2023 excluding quantities produced in Tunisia and Egypt





## Baked by the sun – production without fossil fuels

In the future, we want to produce pizza, cakes and desserts without fossil fuels. This means using only renewable energy and no gas at all – from the oven to the freezer, from filling to storage. For that, we aim to be able to produce our pizzas exclusively with renewable energy by 2030 as part of our “Fossil Fuel Free” project. The transition of our ambient food production facilities is planned for a bit later phase.

### Energy use at production sites – in kWh/t\*

2023 327 224 22 ..... 572

2024 334 229 13 ..... 576

Electricity Gas (natural gas and propane)  
Other (including district heating, heating oil and geothermal energy)

100 %  
electricity

from renewable  
energies



### Here's how we aim to become fossil fuel free, step by step:

- 1. Reduce energy consumption** – the less energy we consume, the smaller the overall challenge.
- 2. Generate energy ourselves:** By 2030, we want to cover at least 10% of our global electricity requirements with self-generated green energy. Photovoltaic systems already make a significant contribution to this at 15 locations worldwide.
- 3. Using the energy generated ourselves:** Numerous measures ensure that we can also use the renewable energy we generate ourselves in our plants – via heat pumps or our new hybrid ovens.
- 4. Storing self-generated energy** – through storage or other measures such as the use of our deep-freeze warehouses as energy storage facilities.

## Side by side

Eighty-one percent of our CO<sub>2</sub> emissions come from our raw materials, finished goods and the materials used to package them. To reduce these emissions, we launched an initiative at the end of 2024: our Climate Supplier Program. We are inviting suppliers who make a significant contribution to [our carbon footprint](#) to take part in this program. As part of the program, we expect, for example, a commitment to the goals of the Science-Based Targets initiative (SBTi), the purchase of green electricity or better data to monitor progress. The requirements of the Supplier Climate Program will play a role in supplier evaluation in future. Here too, our basic understanding is that we can only master this major task if we work together. With selected suppliers and partners, we are also looking at how milk can be produced in a more climate-friendly way and how methods of regenerative agriculture can be used as a lever for less CO<sub>2</sub> and more biodiversity.



Our Climate Supplier Program is managed by Procurement.





## Protecting the climate

### Managing water consumption

At Dr. Oetker, we are committed to minimizing our water consumption and optimizing water recycling in all our production facilities. Water is essential to our operations, and we strive to manage this resource responsibly, ensuring sustainable practices across our global network. In 2024, a total of 1,000,000 m<sup>3</sup> water was withdrawn from both our on-site wells and the municipal network. This is used to produce our products, as well as for facility management and cleaning. In total, an amount of 600,000 m<sup>3</sup> was discharged. We are committed to reducing our consumption and are working on various projects to achieve this.

**In South Africa** in 2025 we will install a wastewater treatment facility that recycles and reuses water through a combination of dissolved air flotation and ozonation, turning wastewater into sustainable savings. Together, these initiatives significantly enhance our wastewater management and boost energy efficiency.

107 m<sup>3</sup>  
of water

are returned to the ground in  
**Rajasthan (India)** through a  
rainwater catchment system



Meanwhile, **in Rajasthan, India**, groundwater levels decline by 1 meter annually. Dr. Oetker strives to have a positive impact on the environment, and therefore, the plant in Kaharani [Rajasthan] has established a rainwater collecting system. This system captures rainwater and recharges around 107 m<sup>3</sup> of water into the ground each year — more than double the 41 m<sup>3</sup> of groundwater we use for production in 2024. Moreover, the facility recycles water from vegetable washing processes further demonstrating our dedication to water stewardship in this water-scarce region.







# Reducing food waste



**Thomas Dohrwardt**  
Senior Executive Manager  
International Ambient  
Production

“In our cake and dessert production with its various local production sites, we benefit greatly from sharing our experiences with each other. This enables us to ensure that even small changes contribute to the big goal of becoming more sustainable and efficient – for example by avoiding food waste.”





## Valuing our food

[GRI 306/3-3, 306 1 /2]

**For us, food is much more than just nourishment. It is produced by passionate people using valuable resources, yet far too often simply ends up as waste. At the same time, there are still far too many people who have poor access to food. It's no wonder that 68% of people worldwide\* are concerned about how much food is wasted around the globe. Through our commitment to combating food waste, we aim to reduce it by preventing waste and encouraging more mindful food use – out of respect for all those involved and for the environment.**

\* FMCG Gurus 2024

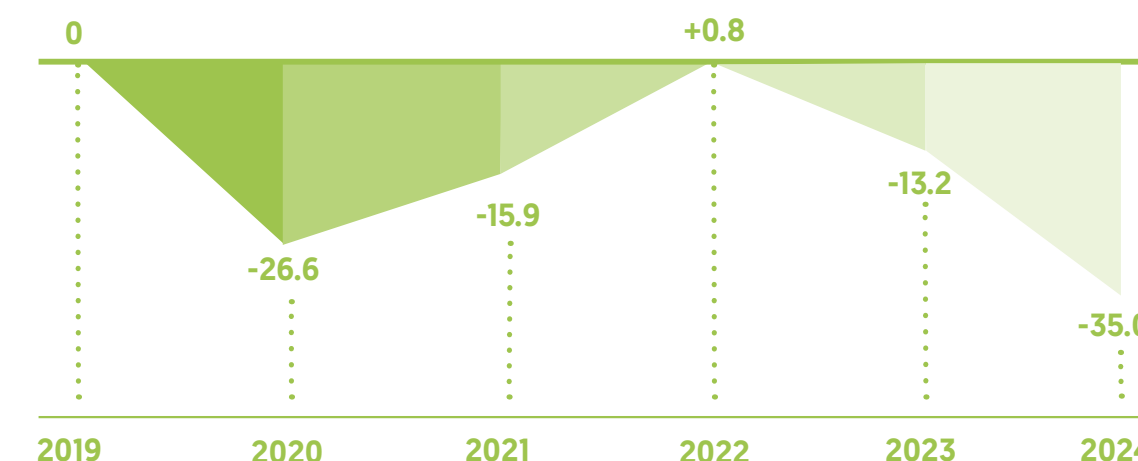
In recent years, we've made significant progress – driven by continuous learning. We define organic waste from our production processes that is not suitable for human consumption as food waste. Using precise, consistent measurements across all our international plants, we now track this waste through a central dashboard that clearly visualizes where it occurs. Targeted measures are being implemented at each site to steadily improve performance, supported by the international exchange of best practices. Our most important insight: the most effective way to prevent food waste is by establishing clear routines that consistently raise awareness among all employees about the actions they can take.

In close dialog, our plants worldwide have pursued the goal of our Sustainability Charter: - 25% less food waste by 2025. Our pizza plants have already fully achieved this; our ambient production sites for cakes and desserts are well on the way.

**20,000 kg  
of waste saved  
per year**

**through efficient  
control mechanisms**

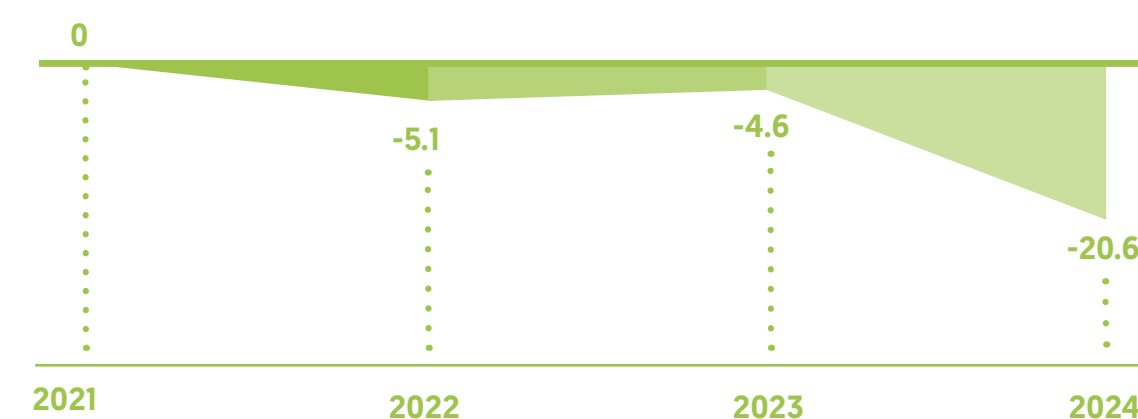
### Food waste in pizza production – change compared to 2019 baseline – in %\* \*\*



\* The increase in 2022 can be explained by the introduction of innovative dough types and the start of a new production line.

\*\* without new products and test runs

### Foodwaste in the ambient cake & dessert production – change compared to 2021 baseline – in %\*



\* without new products and test runs



**Urszula Grablewska**

Executive Plant Manager Dr. Oetker Poland

“We want to produce the perfect pizza – and for me, that includes not having any leftovers that we don't use.”





## Reducing food waste

### The perfect pizza has no leftovers

Clack, clack, clack – with each clack, fresh ingredients are distributed onto pizzas by a line of small boxes positioned above the conveyor belt. The special thing? Absolutely nothing goes to waste. No diced pepper lands on the conveyor belt; no onion ring misses its target. The vegetables are simply spread over the pre-baked bases. We have spent a long time working on our new topping applicator made of small boxes, which now does exactly what it is supposed to do: Avoid food waste.

**Good to know:** In 2024, our pizza production facilities generated approximately 13,000 tonnes of food waste – about 4,000 tonnes less than in 2023 [excluding new products and test trials]. For our cake and dessert facilities, food waste decreased from around 4,300 tonnes in 2023 to about 4,000 tonnes in 2024 [excluding our facilities in Alderly [AUS], Rexal production MEX and chilled production in Desenzano].

### Reusing the dough of leftover bases

New products, new challenges: With the introduction of products such as La Mia Pinsa and My Pizza Slice, pizzas are also cut from raw dough in Łebcz, Poland. Instead of disposing of the leftover slices, they are reintegrated into the next batch of dough – similar to the cookie baking process. Over and over again. We had already used this recycling method for the baked dough in our Ristorante lines and have now extended it to other lines.

### Control is better

The recipes for our pizzas are developed by people – machines support us during production. In the unlikely event that one of them, for example, loses a screw, we've installed metal detectors at the end of the production line. We check their functionality every 30 minutes. How? By running specially prepared pizzas through them throughout the day. Since we've started using the same three test pizzas for this purpose, we've been able to save 20,000 kg of waste per year. The same applies to the device we use to measure the internal temperature of our products.

### Working together to combat food waste

Only 12 percent of Germans consume all their food before the best-before date [BBD] – and that's perfectly fine. Many foods remain good to eat well beyond this date. The good news is that around 67 per cent of Germans follow the 'look, smell, taste' method when food has reached its best-before date and look, smell and taste whether it is still edible. The results come from a representative [Dr. Oetker study on the topic of food waste](#), conducted in collaboration with the market research institute YouGov Deutschland GmbH.



### Less waste, more taste

Under the motto "A little less waste, big taste", we have been inspiring our consumers to actively combat food waste since September 2024. At the heart of the campaign are creative recipes that encourage bold combinations of ingredients. Whether it's carrot root bread with pesto, golden caramel made from banana peel or Margherita pizza with rocket and antipasti – everything is possible! The inspiring recipes with numerous tips and tricks are already available in many languages as a small [booklet](#).

### Recipes without leftovers

Our Dr. Oetker test kitchen in Germany develops recipes in such a way that, as far as possible, no leftovers such as a quarter cup of cream or half an apple remain in the fridge. And if there are, we reveal valuable tips on [oetker.de](#) on how to use leftover egg whites quickly and easily, for example.







## Reducing food waste

### Rescue me!

In our Dr. Oetker online shop in Switzerland, our consumers can „rescue“ products that will shortly reach their best-before date – receiving them at half price.

### Give away instead of wasting

An incorrectly set printer in our production facility labelled around 2,500 Knusperhäuschen (a Christmas baking mix) with the wrong best-before date [BBD 02.2024]. In order to avoid food waste and make as many people as possible happy, we gave away the flawless products to interested parties via our online shop in Austria. The correct BBD 02.2025 was affixed to the product with a sticker. By taking small actions like these, we are fighting food waste in all areas!

# 40,000

## food parcels filled for people in need at Christmas

together with other companies

### Shared happiness

If, despite careful planning of our quantities, we have produced too much of a product, we donate the food to various initiatives around the world – this is the case in almost every national company.

A few examples:

- In 2024, Dr. Oetker Nona donated Kuppies Ready to Eat Waffles to less fortunate families in Peninsular Malaysia. The theme: “Together, let’s make a positive impact and create memories that matter. One smile at a time!”
- Working together for the Association of Dutch Food Banks: In 2024, our colleagues in the Netherlands joined forces with other companies to fill 40,000 food parcels at Christmas. As part of the “Under the Radar” project, the parcel was deliberately made easily accessible in order to reach those who would otherwise feel ashamed to accept help.



Dr. Oetker Netherlands employees pack parcels for the “Under the Radar” campaign



# Making packaging *more sustainable*



**Farina Voss**  
Executive Manager  
International Packaging  
Development at Dr. Oetker

“We protect what we love: our products and our planet. For our packaging, this means finding the optimum balance between quality, product safety and environmental protection.”





## Saving resources as best as possible

[GRI 301/3-3, 301-1/2, 306/3-3, 306-1/2]

Whether it's our popular frozen pizzas or soul-warming vanilla puddings – each of our products relies on packaging. This is the only way we can guarantee safe transport and hygienic safety. And it's the only way to give our consumers the quality, freshness and flavor they know and rightly expect from us. Just as they can expect packaging that conserves valuable resources and protects the environment. That is why we are gradually reducing our packaging to the bare essentials and also ensuring that it is recyclable or reusable.

### New targets

In terms of packaging, we further developed the Dr. Oetker Sustainability Charter in 2024. Our goal is for all packaging to be recyclable, reusable or compostable by 2030 at the latest. Originally, we aimed for 100% recyclability by 2025 – currently, we've reached 86.5% [excluding co-packers and Tunisia due to data availability]. Building on this interim result, we are now placing greater emphasis on reducing packaging material wherever possible – while continuing to ensure maximum product protection.



86.5 %  
of our packaging  
material

was recyclable at the  
end of 2024\*

\* Value has risen slightly compared to 2023 due to an improvement in data quality [2024 also includes Australia, South Africa and Egypt for the first time].

### Optimally recyclable pizza packaging? Absolutely!

Our pizza packaging is 99.98% recyclable. The vast majority consists of foldable cardboard boxes made from 70-80% recycled paper and a transparent, fully recyclable film. The only exception is My Pizza Slice, available in Denmark, Finland, Norway and Sweden. For this product, we need a special foil to make the pizza microwavable. Why is film necessary here? Because the pizzas are transported upright to make the most efficient use of pallet space. The film helps keep the frozen toppings in place during storage and transit. If the pizzas were stored horizontally, pallet space wouldn't be used as efficiently, meaning more pallets would be required. This would reduce the loading efficiency of freezer trucks, ultimately resulting in more journeys – and higher CO<sub>2</sub> emissions.

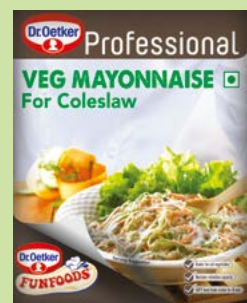
The good news is that we now need significantly less plastic film to package our pizzas worldwide. By switching to a thinner film, we've reduced material use by 14%. This has already enabled us to save 140 tonnes of plastic by 2024. Once all products have been converted to the new film, we will use 312 tonnes less plastic per year.







## Making packaging more sustainable



Our colleagues at Dr. Oetker Professional in India switched the packaging for our veg mayonnaise for coleslaw to recyclable material in 2023. This will save us 30 tonnes of plastic waste per year.



Our Happy Birthday candles in Germany are now completely packaged in a folding carton that can be recycled via the waste paper stream – and no longer use polystyrene, plastic and folding carton as before.



In the Netherlands, we have converted the shaker bottles for our Koopmans Pannenkoeken so that the lid and bottle are now made of HDPE and have a film that can be recycled together.



In Brazil, we have converted around 160 decor products to recyclable packaging. We were also able to save around 13.7 tonnes of material per year by using material with a lower weight.



In Mexico, 50 products from our D'Gari range have been moved to smaller packaging – saving us 180 tonnes of plastic per year without any loss of quality. This is a particular challenge in Mexico with its extreme temperature differences and high humidity in some regions.



How can we reduce the size of the folding cartons for our German and international baking mixes? By reducing their depth, we save 6 tonnes of cardboard and an additional 5.4 tonnes of corrugated cardboard for trays per year and can also transport more products by truck. The filling quantity of the baking mixes remains the same.



In addition: From July 2023 to September 2024, we have changed the sugar supply for our factory in Strasbourg: Sugar is now delivered in tanks instead of 25 kg bags, which has avoided 40,900 bags and 1,364 pallets of waste per year.

### Everyone can do their bit

Our packaging can only be recycled properly if consumers dispose of it correctly. We support them in this: labels on our packaging and our websites increasingly show what material the packaging is made of and how it can be recycled (if the recycling infrastructure is there) – in relation to the respective market. Because we believe that the better we communicate this, the more often our packaging will be disposed of correctly. [» Our Food](#)

### Sharing is caring

There are countless different products for our cakes and desserts worldwide and almost as many different types of packaging. From November 2024, our national companies will be able to share their success stories regarding more sustainable packaging in a database – so that best cases can be disseminated more quickly.





# Sustainability in the supply chain



**Dr. Marco Schmidt**  
Senior Executive Manager  
International Procurement

“Around 81 per cent of our CO<sub>2</sub> emissions are caused by the raw materials, finished goods and packaging we use. The Procurement department therefore bears a great responsibility for climate protection – and also for many other relevant sustainability aspects such as minimizing environmental, animal welfare and human rights risks.”





# Protecting the environment and society

[GRI 2-6/23/24, 101-1/4/8, 204/3-3, 304/3-3, 308-1/2, 308/3-3, 407/3-3, 407-1, 408/3-3, 408-1, 409/3-3, 409-1, 414/3-3, 414-1/2]

**Different supply chains, suppliers worldwide, sensitive raw materials: Our diverse products pose a variety of challenges. Ecological and social. We have therefore initiated various measures: For example, we have set up a sustainability assessment for our suppliers and support them with our Supplier Program for greater climate protection. We purchase critical raw materials such as cocoa and palm oil almost exclusively from certified sources. We are also gradually defining higher standards for our meat products.**

## Our Supplier Code of Conduct

Our [› Oetker Supplier Code of Conduct](#) forms the basis for our sustainability activities with our suppliers. It is based on the internationally recognized UN Guiding Principles on Business and Human Rights and the criteria of the International Labour Organization (ILO). Among other things, we do not tolerate child labor or forced labor in our supply chains. The right to freedom of association and collective bargaining must also be guaranteed. The weekly working hours and the maximum permitted working hours must at least comply with national laws and guidelines. In addition, employees' wages must fulfil the statutory or industry minimum standard, whichever is higher.

In addition to further regulations against discrimination and requirements for occupational safety, the Code also defines ecological aspects: from climate protection and deforestation-free practices to waste avoidance. The Oetker Supplier Code of Conduct has been approved by the responsible management of the Oetker Group and can be viewed by the general public on the corporate website oetker.com and by employees on the intranet. At the end of 2024, 62% of our purchasing volume was covered by suppliers who had signed the [› Oetker Supplier Code of Conduct](#).

## Upholding human rights

We expressly require all of our suppliers to ensure compliance with internationally recognized human rights in accordance with applicable laws. This includes, in particular, the prohibition of child labor in accordance with the conventions of the ILO [International Labour Organization]. A summary of our stance and approach to human rights can be found in the [› Policy Statement on the Human Rights Strategy of the Oetker Group](#).



Since January 1, 2023, we have consistently implemented the German Supply Chain Due Diligence Act [Lieferkettensorgfaltspflichtengesetz, LkSG] to address both existing and future human rights violations. The basis for this is the guideline provided by the Human Rights Committee of the Oetker Group on the implementation of human rights and environmental due diligence obligations in accordance with the Supply Chain Due Diligence Act. It also references the declaration of principles on our human rights strategy, our [› Oetker Supplier Code of Conduct](#) and our [› institutionalized complaints procedure](#). In this context we have carried out at least one annual risk analysis to identify human rights and environmental risks in our own business area and among our direct suppliers. When necessary, we supplement these with ad hoc analyses of sub-suppliers if we become aware of [potential] human rights violations at these suppliers. Where we identify human rights risks or violations, we implement preventive and remedial measures to stop, end or minimize the extent of the violation by the potential perpetrator. The key findings on human rights risks in our supply chain and the measures derived from them are summarized in the [› Policy Statement on the Human Rights Strategy of the Oetker Group](#).





### Minimising social risks

We aim to purchase 100% Rainforest Alliance Certified hazelnuts by the end of 2025 to address the risk of child labor. Hazelnuts are largely harvested by hand, often by seasonally hired migrant workers. Due to their economic situation, parents often have no choice but to take their children with them to the farms. The Rainforest Alliance is actively working to address child labor and improve the living conditions of farmers and workers.

We source some of our citric acid from suppliers whose upstream supply chain is in China. Here we ensure that they do not come from the Xinjiang region. In addition, the processors' sites in China must provide evidence of a social audit.

### Promoting deforestation-free supply chains

Trees absorb CO<sub>2</sub> from the atmosphere, bind the carbon [C] and release oxygen [O<sub>2</sub>] again. When trees are felled, the sequestered carbon is released back into the atmosphere and exacerbates climate change. One of the main reasons for deforestation worldwide is the use of the land for agriculture. Dr. Oetker aims to be deforestation-free by the end of 2025 in order to avoid further contributing to climate change and the loss of biodiversity. One part of this is the consistent implementation of the EU Deforestation Regulation [EUDR].

In order to make rapid progress beyond this, we are initially focusing on raw materials with a particularly high risk of deforestation: These include soya, palm oil, cocoa, cane sugar from Brazil and paper-based packaging. Meat, dairy products and gelatine also fall into the category of commodities with

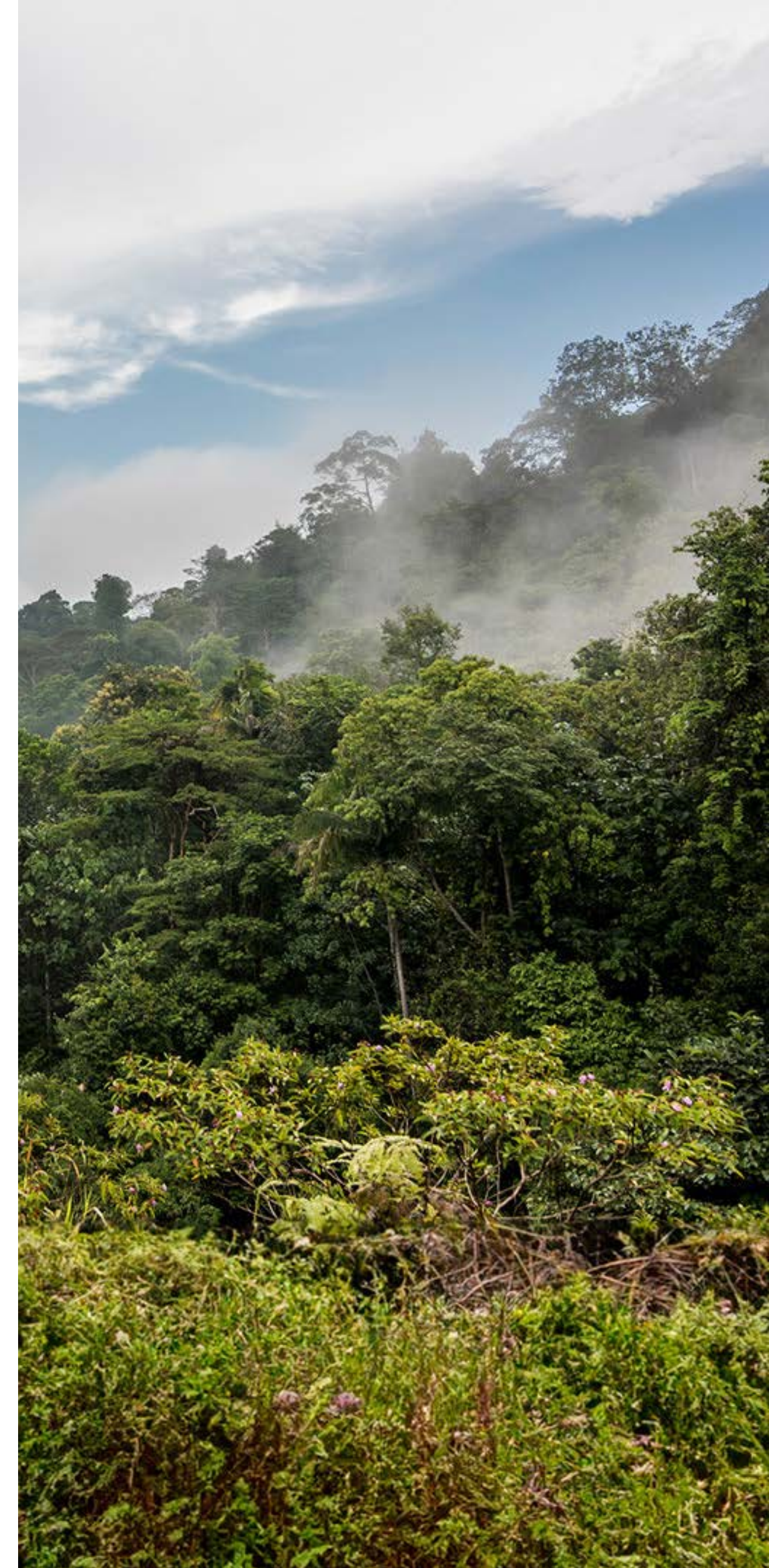
a particularly high risk of deforestation. For these high-risk commodity groups, we develop customized solutions with our suppliers, define new purchasing standards and monitor compliance with them. Examples that have already been implemented include the Rainforest Alliance Certification of products containing cocoa and the RSPO Certification of products containing palm oil.

Our analyses have shown that 51% of the materials we source have a low risk of contributing to deforestation. For another 41%, we are already implementing measures such as sourcing certified materials, procuring from low-risk regions, and preparing for compliance with the EU Deforestation Regulation [EUDR] from 2025. At the end of 2024, only 8% of our procured volume was still associated with a high deforestation risk. We are continuing to work consistently towards our goal of being deforestation-free by the end of 2025.



92%  
of our procured

**sales were not associated  
with a high deforestation  
risk at the end of 2024**







## Sustainability in the supply chain



### Rainforest Alliance Certified cocoa:

Our cocoa is almost exclusively Rainforest Alliance Certified. In 2024, the share reached 93%. To make this visible to our consumers, more and more products around the world carry the seal with the frog on the packaging. From 2025, we will also increasingly source hazelnuts from Rainforest Alliance Certified cultivation.



### RSPO-Certified Palm Oil

We have been a member of the Roundtable on Sustainable Palm Oil (RSPO) since 2012 and aim to source only RSPO-Certified palm oil worldwide. For the palm oil that we purchase directly, we have achieved 96% of this target internationally by 2024. [› RSPO: Member](#)



### Vanilla

We purchased 16% sustainably certified vanilla in 2023, and 13% in 2024. In the future, we want to source even more of our vanilla from sustainable sources and are therefore working on further developing our target. We are already a member of the Sustainable Vanilla Initiative (SVI) to ensure the long-term sustainability and quality of vanilla production. Some of the vanilla we buy is organic; some products, such as those from Taylor&Colledge, carry an organic label.



### For more animal welfare and environmental protection

We process animal raw materials and therefore see it as our responsibility to promote animal welfare along our supply chains and gradually improve husbandry conditions. We set out the relevant obligations for our suppliers in our [› Responsible Sourcing Policy](#). We are currently developing an animal welfare purchasing policy that defines further animal species-specific goals in addition to the generally applicable requirements. We are increasingly offering plant-based products and recipes and clearly communicate whether and how our products can be prepared as part of a vegan diet. This enables our consumers to make informed choices in favor of a diet without animal proteins.



### Tuna – Skipjack and MSC Label

For our pizzas, we use tuna from fisheries that are certified according to the Marine Stewardship Council (MSC) standard for sustainable fishing. In 2024, 91% of the tuna we sourced was already MSC certified, and we are on track to reach 100% by 2025. This will be clearly indicated by the MSC label on the packaging – and starting in early 2026, it will also appear on our Ristorante products. In addition, we only buy skipjack (*Katsuwonus pelamis*), which is not considered endangered.



### Chicken meat – according to the criteria of the European Chicken Commitment

We have been a member of the European Chicken Commitment (ECC) since 2018 and have been driving the transition to this higher animal welfare standard for chicken meat ever since. In the Albert Schweitzer Foundation's current broiler chicken report [› 'Food Producers in Check 2024'](#), we achieved the highest score in the industry with a total of 63%. In 2024, at least 80% of the chicken meat used at our German production sites fully complied with the criteria of the European Chicken Commitment. In 2025, we also want to make the switch at our sites in Poland and the UK.



### Eggs – almost exclusively from cage-free eggs

In accordance with the Dr. Oetker Sustainability Charter, we are pursuing the goal of only using cage-free eggs and egg products worldwide by 2025. This is already exclusively the case in Europe and currently 98.5% internationally.



### Pork – certified according to the QS program

The pork that we process in Germany is certified under the QS program of Qualität und Sicherheit GmbH (Quality and Safety).

**Insight:** We also strengthen biodiversity by purchasing certified raw materials such as Rainforest Alliance Certified cocoa and hazelnuts, MSC tuna and RSPO palm oil. This also applies to our efforts towards deforestation-free supply chains and our pilot project on regenerative agriculture.





- being planned
- started with implementation
- being implemented and on track to achieve the target
- implemented and continuously monitored

Goals	Progress	Comment
BECOMING CLIMATE NEUTRAL IN ALL DIRECT AND INDIRECT OPERATIONS BY 2050		
We will reduce our carbon footprint by 35% in all direct and indirect areas of influence [Scopes 1, 2 and 3 according to the Greenhouse Gas Protocol] by 2030	<div><div></div><div></div><div></div><div></div></div>	We are currently developing our decarbonization strategy for all scopes. As part of the process, we are working on a fossil fuel strategy (mainly Scope 1). We already source 100% renewable energy (zero Scope 2 emissions from electricity). For Scope 3, we have launched our Climate Supplier Program to mainly engage with our top tier suppliers on decarbonization within our supply chain.
We will achieve climate neutrality in all direct and indirect areas of influence by 2050	<div><div></div><div></div><div></div><div></div></div>	
We are committed to revising our climate targets in line with the current criteria of SBTi in 2024	<div><div></div><div></div><div></div><div></div></div>	
REDUCTION OF FOOD WASTE		
By 2025 we will reduce the food waste generated in our warehouses and production facilities by 25%	<div><div></div><div></div><div></div><div></div></div>	In our pizza production, we have reduced our food waste by 35% between 2019 and 2024. In our ambient production, food waste has been reduced by 20.6% between 2021 and 2025. We are expecting to achieve our goal of an overall reduction of 25% for 2025.
We want to contribute to avoiding food waste that arises beyond our direct control, for example through cooperation with our suppliers and retailers	<div><div></div><div></div><div></div><div></div></div>	We are continuously communicating this topic to consumers to raise awareness. For example, in 2024 we worked together with Too Good To Go to create a booklet which inspires consumers to create recipes using leftovers.
100% RECYCLABLE, REUSABLE, OR COMPOSTABLE PACKAGING BY 2030		
Since end of 2023, we already reached recyclability for 88% of our packaging material [excl. co-manufactured products as well as Australia, Tunisia, South Africa and Egypt due to data availability.] And we want to achieve 100% recyclable, reusable, or compostable packaging by 2030	<div><div></div><div></div><div></div><div></div></div>	We are working towards our 100% recyclable, reusable or compostable packaging by 2030. By 2024, 86.5% of our packaging was fully recyclable, with 99.98% of our pizza packaging being fully recyclable. We are working on numerous local initiatives towards achieving our goals.
We'll remove, reduce and reuse packaging, while ensuring optimal product protection. This will be aligned with our CO <sub>2</sub> reduction roadmap as part of our SBTi commitment	<div><div></div><div></div><div></div><div></div></div>	We have also identified initiatives to reduce packaging or replace packaging material materials, directly resulting in reduced material use and CO <sub>2</sub> savings. For example, in 2024 we were able to reduce the shrink foil for our pizza packagings by 14%, saving 140 tonnes of plastic in 2024 and – when fully implemented – 312 tonnes of plastic in 2025.





- being planned
- started with implementation
- being implemented and on track to achieve the target
- implemented and continuously monitored

Goals	Progress	Comment
SUSTAINABLE SOURCING STANDARDS IN OUR SUPPLY CHAIN BY 2030		
We continuously monitor and evaluate social and ecological aspects associated with our raw materials	<div></div> <div></div> <div></div> <div></div>	
We have been implementing human rights due diligence in our supply chains via the Supply Chain Due Diligence Act since the beginning of 2023.	<div></div> <div></div> <div></div> <div></div>	We have achieved compliance under the German Supply Chain Due Diligence Act and are carefully evaluating changing requirements in the light of the upcoming CSDDD. Additionally, 62% of spend is covered by signed › <a href="#">Oetker Supplier Code of Conduct</a> (+37% over 2023).
We will establish deforestation-free supply chains by 2025; e.g. for paper, soy, sugar, palm oil and cocoa.	<div></div> <div></div> <div></div> <div></div>	92 % of our purchasing turnover is not [or no longer] associated with a high deforestation risk. For the remaining 8%, we are looking into those right now.
We already purchase sustainably certified raw materials when procuring palm oil and cocoa; by 2023, 20% of the vanilla we use will be sustainably certified. By the end of 2025 we want to buy 100% of chicken meat according to the criteria of the European Chicken Commitment as well as 100% of cage-free eggs and egg products. Also, we are working on the sustainable sourcing of further raw materials.	<div></div> <div></div> <div></div> <div></div>	In 2024, we sourced 93% Rainforest Alliance Certified cocoa, 96% RSPO palm oil and 91% MSC tuna worldwide as well as 63% chicken according to the European Chicken Commitment [ECC] at our European production sites. We also started to source Rainforest Alliance Certified hazelnuts. In the future, we want to enhance our share of sustainable vanilla.





**Our Company**





# Diversity as an opportunity



**Minouch Mahbod-Gonser**  
Senior Executive Manager  
People and Culture International

“It’s the people who make the difference – so we need to make a difference to the people. Therefore, we live up to our purpose “Creating a Taste of Home” and foster inclusion as well as a diverse workforce, supporting respectful interaction and a safe work environment.”





# Creating a taste of home

[GRI 2-7, 401/3-3, 401-1, 402/3-3, 404/3-3, 404-2/3, 405/3, 405-1, 406/3-3, 407/3-3, 407-1, 408/3-3, 408-1, 409/3-3, 409-1]

As an internationally active family business, we want every individual to feel welcome and be part of the bigger picture. We are proud of our diverse workforce and are actively committed to diversity and equal opportunities. We firmly believe that our different perspectives, experiences, and backgrounds promote a corporate culture that drives innovation. We are open to new and sustainable ideas that will lead us successfully into the future. And we are delighted that 14,480 employees worldwide are travelling this path together.

14,480 employees

around the world are moving forward together

**Diversity desired:**  
**We are Dr. Oetker – in numbers**  
A total of 14,480 employees worked at Dr. Oetker in 2024 – with females slightly outnumbering males. The age structure is balanced overall. We consider it very valuable to have a balanced gender and age ratio and support the continuation of this. Our appreciation of our employees is also reflected in their length of time with the company. We owe this to attractive remuneration and social benefits, targeted training and development programs, and our strong, values-based corporate culture. As a family-owned company, we encourage and support good work-life balance, for example, through flexible working time models. We want to offer every employee the best possible conditions for their career prospects.

During the reporting period, the average length of service at our international locations remained relatively stable at around 11 years. This figure is roughly in line with the EU average and can be considered high when compared to the worldwide average, as significantly higher staff turnover is common in countries such as the USA\*. In total, Dr. Oetker hired 1,605 new employees in 2024 while 1,594 left the company.

Although an increasing number of younger people under the age of 30 have joined the company, the age structure remains balanced. We are pleased to be growing continuously and are careful to retain a diverse workforce.

## New Employees and Personnel Departures by Age Group (2024)

	in total    under 30 years    30–50 years    over 50 years			
Employees	absolute	relative	relative	relative
new employees	1,605	46,04%	45,05%	8,91%
Departures	1,594	33,19%	44,04%	22,77%

	in total    under 30 years    30–50 years    over 50 years			
Employees	absolute	relative	relative	relative
Total 2024	14,480	14.12%	58.03%	27.85%

## Employee Figures by Gender and Age Group\*

2024 in %	
Employees	100
male	53.7
female	46.1
unknown	0.2
under 30 years	20.4
30–50 years	56.0
over 50 years	22.0
unknown	1.6



10,8 years  
Length of service

\*International average, 2022: 10,9 years





## We promote *diversity*, equal opportunities and inclusion

[GRI 2-24, 401/ 3-3, 401-1, 402/ 3-3, 403/3-3, 403-1-8, 404/ 3-3, 404-1, 404-3, 405/3-3, 405-1, 406/3-3]

**For us, promoting diversity, equal opportunities, and inclusion is a natural part of a modern corporate culture. We therefore ensure continuous internal communication about the various dimensions of diversity and inclusion. We raise everyone's awareness through workshops on topics such as intercultural awareness and inclusive language. Open exchange formats, communities and hands-on activities impart knowledge and enable an exchange of perspectives and experiences. At the same time, we continuously question our status quo and develop processes further, for example, through inclusive language.**

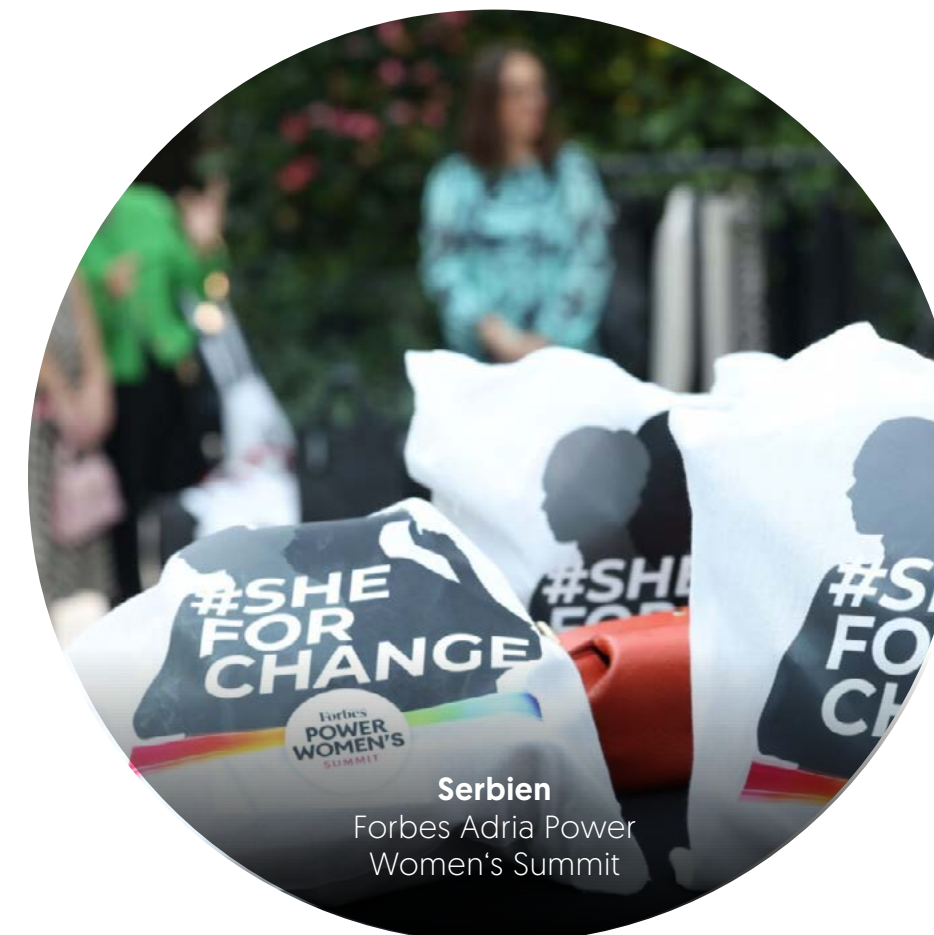
Taking a stand: It is important to us to actively uphold and embody our commitment to an open, diverse, and equal [corporate] culture and convey this in both external and internal communications – internationally and on our numerous local channels. We use various communication events throughout the year to do this.

### Gender

To mark International Women's Day 2024 international colleagues from Brazil, India, Finland, Turkey, the Czech Republic, Hungary and Germany came together to show their commitment under the #InspireInclusion. In Serbia, there were also various events such as the Forbes Women Power Summit. In South Africa we also celebrated "Women's Day" with an empowerment session.

Over the past two years, we have organized regular Female Leader's Talks with internal and external speakers for interested colleagues. Topics included "Innovation and Technology for Gender Equality" and #EmbraceEquity and #InspireInclusion.

**Insight:** The number of female managers, i.e., at executive board level, managing directors, senior executive managers and executive managers, currently remains constant at just under a third [30.5% in 2022, 32.0% in 2024].



## #InspireInclusion

**was the motto  
of International  
"Women's Day" 2024**







## Diversity as an opportunity

### Pride

We think it is important to mark Pride Month. At the heart of the activities is an international speaker event: in June 2023, we were inspired to be consciously inclusive and shown what organizations can do to create an inclusive culture for LGBTQ+ employees. In 2024, we gained insights into LGBTQ+ in the workplace, the idea of allies, and the importance of pronoun visibility – accompanied by communication on internal and external channels, both locally and internationally. In 2024, we initiated a parallel inclusivity campaign for the first time, taking our consumers on a journey. The motto “No matter who you are and where you come from, there’s always a seat at our table.”

**Break the bias:** Under mottos like “Challenge Your Assumptions”, we offered training for all employees. Unconscious bias impacts the way we see the world, make decisions, and interact with one another – often without us even realizing it. The training helped uncover these hidden biases and equipped us with the tools to create a more positive and inclusive work environment for everyone.

**Employee Resource Groups:** We are establishing a culture in which everyone feels welcome – just as they are. Our “Employee Resource Groups” support us in this endeavor: Associations of employees on a defined topic, such as our Women’s Network, and communities such as the Rainbow Community, which offer regular opportunities for dialog and appropriate training. For example, we offered our Women’s Network 2023 the topic “The Importance of Networking for your Career and How to Make it Work”.



### Join the Taste

This is the name of the concept behind our employer brand. In campaigns around the world, our employees talk about their careers, their passion and their motivation. They provide an authentic look behind the scenes, which we use worldwide to find talented people who break new ground, inspire, and think outside the box. Team players who want to bring the Dr. Oetker Purpose “Creating a taste of home” for millions of people worldwide. Our employer promise is based on the pillars of accountability, togetherness, responsibility, innovation and career opportunities. We live these values internally – and communicate them authentically to the outside world, for example in videos.

[› Your career with us | Dr. Oetker Career](#)

*Join the taste.*





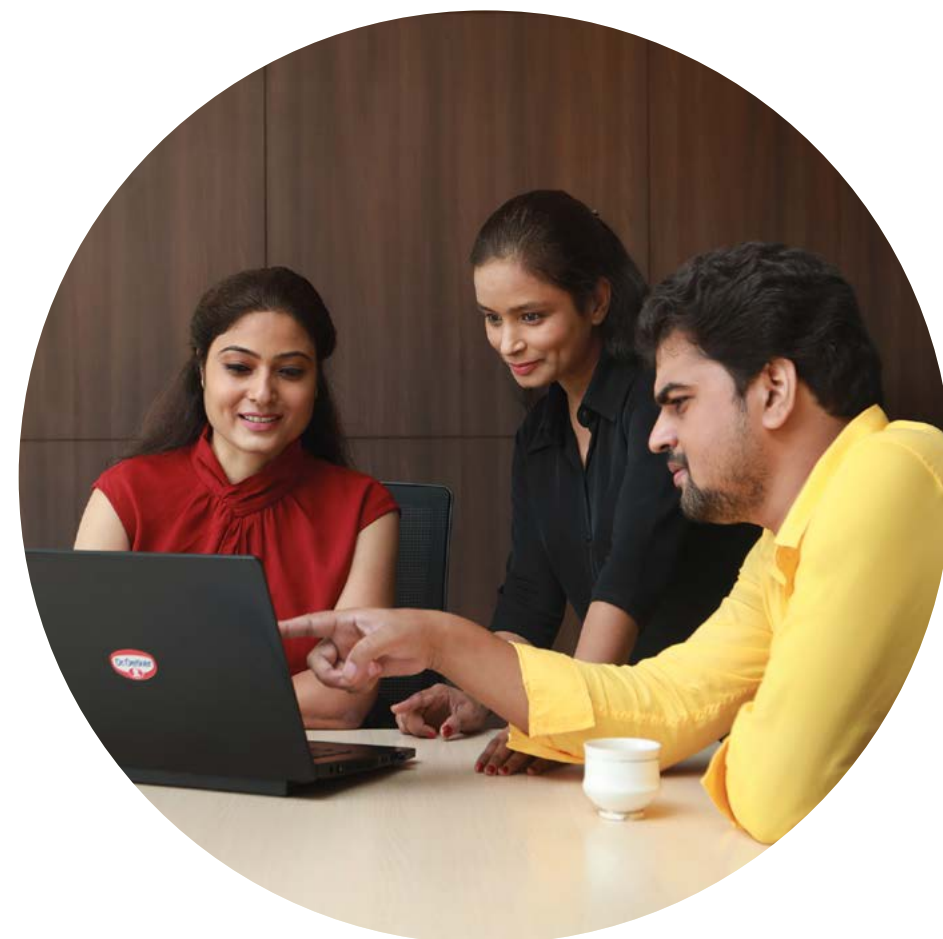


## Diversity as an opportunity

### Culture

**Learning about holidays:** Each year, we focus on one significant holiday from each of the world's religions: in 2024, for example, we celebrated Magha Puja [Buddhism], Ramadan [Islam], Diwali [Hinduism], and Christmas [Christianity] in our internal communications. The selection of public holidays varies each year so that our colleagues around the world can gain an insight into the holidays of different cultures and religions over the years. We also offer all employees international events – in 2023, “The Importance of Cultural Diversity,” and in 2024, “Across Borders – Navigating Cross-Cultural Diversity.”

**Attention as a first step:** At the international level, we drew attention to Mental Health Day and Autism Awareness Day in 2024 and called on our colleagues to raise awareness and provided background information. There are numerous other examples at the local level. For example, our colleagues in the UK have also supported initiatives like Miss Menopause for women's health and Movember for men's health. They also won 'Gold' in the GroceryAid Award for the second time in a row. Grocery Aid provides emotional, financial, and practical support to all those working in the grocery industry. Our colleagues at cameo, Italy, obtained their National Gender Equality Certification with high results in 2023 and confirmed in 2024, for their commitment to fostering a workplace where diversity, equity and inclusion thrive.



## Gold in the GroceryAid Award

**won for the second  
time in a row**

## Zero Tolerance

**of any kind of  
discrimination or  
harassment**

### This is how we define how we work together

The Oetker Code of Business Conduct regulates cooperation at Dr. Oetker not only regarding compliance with laws, but also regarding social standards and internal guidelines. A zero-tolerance position against any kind of discrimination or harassment has also been enshrined here since 2011 and is continued in our Dr. Oetker Sustainability Charter. Our whistleblower and complaints procedure enables all employees to report internal violations or potential risks. The right to freedom of association and collective bargaining is also firmly anchored in the Dr. Oetker Sustainability Charter.







## Diversity as an opportunity

### Fundamental: Fair remuneration

For us, respectful cooperation and the role of a responsible employer include remunerating our employees fairly and equitably. All employees worldwide should receive at least a living wage that provides them with a basic, decent standard of living and a corresponding quality of life: a “living wage” that exceeds the national statutory minimum wage. Based on the carefully researched benchmarks of the Fair Wage Network, we paid a living wage almost everywhere in 2024. National companies, in which this was not yet the case for all employees, have now taken measures to achieve a living wage. We also want to pay our employees fairly according to their qualifications, regardless of their gender, and in line with the industry average. We are currently defining the basis for a gender pay study, which we will carry out globally after a pilot phase.

### Indispensable: Occupational safety

Since 2021, we have been gradually introducing a standardized occupational health and safety management system based on the ISO 45001 standard at all production sites. The core elements include establishing a global occupational health and safety policy; systematically identifying hazards and reducing or eliminating them; defining and continuously evaluating occupational health and safety targets; implementing measures for continuous improvement; involving management in aligning and assessing the system; and conducting internal audits to monitor and further develop the program.

The scope of the project initially includes 26 production sites, 12 of which will have successfully completed the internal release audit and thus the implementation phase by the end of 2024. The remaining 14 sites will follow by the end of 2025. After the end of the project, the remaining plants [mainly new acquisitions] will be successively integrated into the occupational safety system so that it covers all global production sites in the medium term.

**Particularly important:** occupational safety is not a one-way street for us. In order to fulfil the requirements for a safe and healthy working environment at a consistently high level, the involvement of employees from all areas and levels of the company is essential. This internal networking and international dialog pave the way for the development of a corporate culture that promotes occupational health and safety.

The occupational health and safety management system will apply to all around 10,000 employees at the internally qualified production sites until the end of 2025. Starting with the 2023 reporting year, the success of the measures was measured for the first time at all locations within the international management system and used as a basis for comparison for subsequent years. To this end, each year we analyze the global incidence of workplace accidents by type, severity, and frequency, as well as work-related illnesses and the number of resulting absence days. The 2024 survey shows no serious occupational accidents or illnesses. [> GRI table](#)



**Alexander Siepmann**

Project Manager Int. Quality Management and Services

“Safety in the workplace is our top priority. To this end, we are establishing a corporate culture that promotes occupational safety. This means understanding occupational safety and actively helping to shape it.”





## Learning and *development*

[GRI 404/3-3, 404-2/3]

**We can only be prepared for future challenges by encouraging our employees to develop their skills continuously.**

**For new employees:** Each national company offers individual onboarding programs that are tailored to the various positions in our company. As a rule, a distinction is made between mandatory points such as compliance training, health and safety in the workplace, and training that aligns with the respective position's requirements. Many national companies with a test kitchen also organize an exchange for new employees to get to know products and recipes together.

**For career starters:** The concept of apprenticeships is practiced intensively in Germany for both the commercial and industrial sectors, either on its own or in combination with a degree – including a placement abroad. Our aim is to take on apprentices after graduation wherever possible; we succeed in doing so for the majority of them.

Dr. Oetker's international trainee program, which is aimed at university graduates and ensures the next generation of managers, has been in existence since 1979. The 18-month trainee program includes a six-month stay abroad in one of the more than 40 national companies.

For students and university graduates, there are opportunities for challenging internships or student traineeships in many national companies; we also offer the opportunity to write a thesis with us.

**For employees:** With targeted support measures, further training and a high degree of personal responsibility, we create the conditions for individual professional and personal development. We evaluate needs in regular surveys and adapt our programs accordingly. The company also provides intensive support for in-service training.

## Since 1979 International Dr. Oetker Trainee Program

**created for university  
graduates**

One example of this is the range of offerings from our international People and Culture team.

### **International Talent Development Program**

International employees with considerable development potential can be nominated for the one-year program, which promotes their personal skills. In a team of 20 participants, they work on greater effectiveness, a cross-functional understanding of the business, and the ability to further develop their areas of activity with external information.

**The Essential Leadership Program** supports employees in their first leadership role. During the program, participants take part in self-directed learning, have conversations with their manager, discuss in online study groups, moderate live discussions and carry out activities in the workplace. The program is completed by 30 employees at a time. In this way, we create a peer network within Dr. Oetker.

Building on the Essential Leadership Program, **Change Management for Leaders** intensifies the ability to lead harmoniously and effectively through change processes.

**Empower!** is the name of our new Employee Development Coaching Service, which all employees can take advantage of. Participants receive professional support from experien-



ced experts in four individual coaching sessions. Development potential is defined together and worked on in a targeted manner in order to support employees individually.





- being planned
- started with implementation
- being implemented and on track to achieve the target
- implemented and continuously monitored

Goals	Progress	Comment
ZERO TOLERANCE OF ANY KIND OF DISCRIMINATION OR HARASSMENT		
To guarantee this, we expand existing, or establish easily accessible and strictly monitored, grievance mechanisms for all employees.		
ENSURE THE RIGHT OF FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING		
We work closely with employee representatives		
We ensure that employees can form and join organizations of their choice for this purpose.		
PAY EVERY EMPLOYEE A LIVING WAGE		
We ensure a living wage, enabling all of our employees to meet the basic needs of their families.		National companies in which this was not yet the case for all employees have now taken measures to achieve a living wage.
Every two years, country-specific comparisons are made based on international organizations' guidelines at all Dr. Oetker locations. If necessary, we then adjust the wages accordingly.		
WARRANT EQUALITY AND VALUE DIVERSITY		
We continuously strengthen our culture of diversity, inclusion and equality		See detailed description in chapter <a href="#">› “Our Company”</a> .
We ensure equality for all people regardless of gender, sexual orientation, age, religion, culture and nationality, physical and mental ability, academic background or other characteristics, and promote diversity in the recruitment and development of staff		
PROVIDE A SAFE WORKING ENVIRONMENT		
We want to avoid occupational accidents completely		There were no severe accidents in the reporting period in the production sites of scope
By 2025 we will implement an occupational health and safety management system at all production sites that complies with the internationally recognized certification standard ISO 45001.		The scope of the project initially includes 26 production sites, of which 12 will have successfully completed the internal release audit and thus the implementation phase by the end of 2024. 14 will follow by the end of 2025





**Social Commitment**





Because *community*  
is close to our hearts



Rudolf Louis Schweizer  
Chairman of the Advisory Board  
of Dr. August Oetker KG

“Sustainable action means that we are committed to a more socially responsible society. This applies to us as a company, but also to each individual.”





Because community is close to our hearts

## Giving children a home: *SOS Children's Villages*

[GRI 203/3-3, 203-1]

Since 2008, we have had a particularly close relationship with the SOS Children's Villages organization, which makes a life in a family, with all its positive values, possible for many children. Every year, numerous Dr. Oetker national companies around the world get involved with SOS Children's Villages – some on an ongoing basis and some on a project basis. In 2024, these included Germany, Italy, Poland, Hungary, Croatia, the Czech Republic, Austria, Romania, the Netherlands, France, Bosnia and Herzegovina, Finland, Serbia, Spain, Lithuania, South Africa and Brazil. A specially designed logo, which can be seen on a wide range of Dr. Oetker products in Germany and other countries, refers to the partnership. The plans and activities that we support financially in the respective countries are determined each year by the national companies with the respective SOS Children's Villages national association.

### Examples

Our **Hungarian subsidiary** has been supporting SOS Children's Villages locally for 15 years. To mark the 100th birthday of Dr. Oetker Hungary, the 2024 team organized a pudding party for children and adults from the SOS Children's Villages at our plant in Jánossomorja.



**Dr. Oetker Germany** has been providing financial support to several SOS Children's Villages since 2008. This includes, for example, new construction and remodeling projects and maintenance payments for various projects. The partnership is complemented by a wide range of activities for the children and young people, such as the traditional

annual Christmas baking in the Dr. Oetker test kitchen as well as offers to donate products to the 39 German facilities for occasions such as Easter or Christmas. Young people are invited to the Open Training Day for career guidance. In September 2024, trainees from the youth vocational assistance center in Detmold had the opportunity to talk to the head of the company kitchen at Dr. Oetker in Bielefeld. During the flower meadow campaign, employees donate to SOS Children's Villages every summer in exchange for bouquets of flowers they have picked themselves.



Since 2011, **Dr. Oetker Romania** has been supporting numerous SOS Children's Villages in the country – in Bucharest, Sibiu, Bacau, and Brasov – through a wide variety of projects. In Bucharest, for example, we cover all the expenses for one of the houses, including food, maintenance, energy supply, water, cleaning, security, medical support, clothes, and education. In 2024, a special Easter event was held at the house in Sibiu, where colleagues came together to decorate and paint Easter eggs.

17 national  
companies

committed to SOS Children's  
Villages in 2024



Picture: © SOS-Kinderdorf, Mareen Fischinger





Because community is close to our hearts

## Local support: we are committed *worldwide*

[GRI 203/3-3, 203-1]

Our national companies also help people in their communities around the world with donations of money, products and goods. They are committed to helping people in need, promoting cultural and educational projects, and providing financial support, for example, in the event of pandemics or natural disasters.

### One example

On National Pancake Day in March, our colleagues from Dr. Oetker Netherlands provided schools with dough mixes to make pancakes for elderly people and joined in to help with the baking. In 2024, more than 1,700 schools participated, which meant that 85,000 enthusiastic children got to surprise almost 90,000 elderly people with at least 170,000 freshly baked pancakes – a wonderful example of how food brings people together.

In addition, at almost all our locations worldwide, we ensure that surplus food reaches those who need it most by donating it to organizations that support people in need.

› [Examples in Our World chapter](#)



# 1,700 schools in the Netherlands

were supported  
by Dr. Oetker on  
Pancake Day



### The little things make the difference

14 years ago, Dr. Oetker Brazil distributed native tree seeds as part of the “Grow with Dr. Oetker” campaign, encouraging people to plant them to contribute to a more sustainable world. The idea beautifully linked baking powder – which helps cakes rise and symbolizes moments of love and care – with the potential of seeds to grow, blossom, and contribute to a greener planet. In December 2024, Dr. Oetker Brazil received proof that small things can make a big difference: beautiful photos of a large tree that grew from a seed planted during the campaign – bringing meaningful moments to many people every day.





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
GRI 2: GENERAL DISCLOSURES 2021			
THE ORGANIZATION AND ITS REPORTING PRACTICES			
2-1	Organizational details	Our production sites and sales companies in numerous countries are part of the Oetker Group. Dr. August Oetker KG is the management holding company. With its headquarters in Bielefeld, it's one of the largest German family-owned companies – and is represented in more than 40 countries worldwide.	6
2-2	Entities included in the organization's sustainability reporting		6, 76
2-3	Reporting period, frequency and contact point		76
2-4	Restatements of information		76
2-5	External assurance		76
ACTIVITIES AND WORKERS			
2-6	Activities, value chain and other business relationships		6, 42
2-7	Employees		6, 49
2-8	Workers who are not employees	<b>Reason for omission:</b> Information not available/incomplete: The total number of workers who are not employees [e.g. trainees, interns, freelancers, temporary workers from external companies] is not recorded uniformly in all national companies.	





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
GOVERNANCE			
2-9	Governance structure and composition	The holding company of the Oetker Group was operationally managed by Dr. Albert Christmann and Ute Gerbaulet in the reporting period. Its Advisory Board is chaired by Rudolf Louis Schweizer and consists of shareholders and persons not belonging to the shareholder families. Members of Group Management, executive boards or local management teams do not serve in the Advisory Board either. Under the umbrella of the Oetker Group, the business divisions are in turn developed and expanded independently. Operational management is carried out by the management of the individual companies. At Dr. Oetker, these were Dr. Albert Christmann [Strategy, Mergers & Acquisitions and Group Communication], Claudia Willvonseder [Marketing, Research and Development, Compliance, Sustainability and Global Data Management], Carl Oetker [Purchasing], Dr. Alexander Edelmann [Controlling, Accounting, Finance, Taxes, Insurance and IT], Georg Parsbo [Human Resources (People and Culture) and Global Sales] and Dr. Christian von Twickel [Production and Technology and Logistics] in the reporting period. At Dr. Oetker, they are also supported by another advisory board, which is, among other things, informed at regular meetings about the company's developments in the area of sustainability. Each national company is steered by one or more Managing Directors who make up the local executive management. The Managing Directors report to their coach on the international Executive Board.	
2-10	Nomination and selection of the highest governance body	<b>Reason for omission:</b> Confidentiality constraints; details on how the Executive Board and Advisory Board are structured are determined internally, based on what best serves the interests of the company. We do not provide any further details on the composition of these bodies.	
2-11	Chair of the highest governance body		6
2-12	Role of the highest governance body in overseeing the management of impacts		12
2-13	Delegation of responsibility for managing impacts		12
2-14	Role of the highest governance body in sustainability reporting	As the holding company of the Oetker Group, Dr. August Oetker KG sets the strategic guidelines for responsible corporate management, coordinates finances and taxes and also provides centralized services and resources. Its Advisory Board is chaired by Rudolf Louis Schweizer and consists of shareholders and persons not belonging to the shareholder families. It supports the implementation of the strategy adopted jointly with the shareholders and Group Management. Members of the Group Management or members of the management or executive boards are not also members of the Advisory Board. Dr. Albert Christmann and Ute Gerbaulet were responsible for the operational management of the Oetker Group as Group Management in the reporting period. Under the joint umbrella of the Oetker Group, the business divisions are in turn developed and expanded independently. Operational management is carried out by the management of the individual companies; Dr. Oetker also has another advisory board, which is informed about the company's developments in the area of sustainability at regular meetings.	





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
2-15	Conflicts of interest	Reason for omission: Information not available	
2-16	Communication of critical concerns	The sustainability department regularly evaluates where potential opportunities and risks have changed and which new meaningful goals and priorities result from this. Proposed changes to the strategy must be approved by the Sustainability Steering Committee and the international management team. Since 2021, both progress and challenges in meeting our targets have been communicated transparently to all stakeholders by an interdisciplinary Sustainability Communication Committee with members from the Sustainability, Group Communication, Marketing and People and Culture departments.	12
2-17	Collective knowledge of the highest governance body		6
2-18	Evaluation of the performance of the highest governance body		
2-19	Remuneration policies	Reason for omission: Confidentiality constraints; we do not provide any information on the assessment of the performance of the Excecutive Board and the Advisory Board or on the remuneration policy of these supervisory bodies and executives.	
2-20	Process to determine remuneration		
2-21	Annual total compensation ratio		
STRATEGY, POLICIES AND PRACTICES			
2-22	Statement on sustainable development strategy		4
2-23	Policy commitments		42
2-24	Embedding policy commitments		50





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
2-25	Processes to remediate negative impacts	<p>The Oetker Group has established a compliance management system that applies to all Group companies and supports all employees of the Oetker Group in dealing with legal requirements and internal guidelines. A key component is the Oetker Code of Business Conduct, which applies to all employees of the Group and is available in 29 languages. The core statement, that violations of applicable law are not tolerated in the company, is specified in individual chapters on various compliance risk areas, such as behavior in competition, corruption &amp; bribery, money laundering, human rights, employee behavior towards each other, conflicts of interest and data protection &amp; security. The Code also provides information on the responsibilities within the compliance organization and on the ways and means by which employees can contact the compliance organization, anonymously if they wish, to report compliance violations or suspected violations. In addition to the Code of Conduct, Dr. Oetker employees are provided with more detailed information sheets on topics such as antitrust law or corruption and bribery, for example via the company intranet. The Code of Conduct Food Law specifically regulates the handling of food products, from the purchase of raw materials to food advertising and contains guidelines for behavior in product-related problem and crisis situations. Our suppliers are made aware of our mandatory compliance requirements via the Oetker Supplier Code of Conduct as part of the contractual documents. On this basis, the Compliance Organisation carries out risk analyses for all international Dr. Oetker companies: For this purpose, the risks of the various compliance fields are assessed once a year according to the probability of occurrence and potential damage. The result is reported to the international management via the Compliance Officer and consolidated via the Corporate Compliance Committee to the Group Management of the Oetker Group. If necessary, measures to reduce an identified risk are derived and implemented. In addition, counselling and training sessions are intended to promote employees' understanding of compliance and its essential importance for the sustainable success of the company and thus prevent potential violations. In addition to classroom training, mandatory online training is offered for this purpose, which covers compliance basics and the topics of the Oetker Code of Conduct. During the reporting period, the training was conducted at 26 national companies in 13 different languages. The compliance officer, the legal department, other specialist departments and local compliance coordinators are also available to all employees as neutral and independent contact persons to answer questions. In the event of specific incidents or suspicions, not only all employees, but also all external stakeholders and any affected parties can contact the compliance organisation, completely anonymously if necessary, for example via the <a href="#">› Compliance Hotline System</a> or via e-mail. All contact channels of the whistleblower system can be found on the <a href="#">› Internet</a>.</p>	
2-26	Mechanisms for seeking advice and raising concerns	see 2-25	
2-27	Compliance with laws and regulations	Allegations of harassment or other inappropriate behavior towards or between employees were investigated within the compliance organisation and, if the allegations were confirmed, measures were taken in accordance with the respective facts. Our international specialist departments are not aware of any other significant violations for which fines or non-monetary sanctions were imposed.	
2-28	Membership associations		20





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
STAKEHOLDER ENGAGEMENT			
2-29	Approach to stakeholder engagement		20
2-30	Collective bargaining agreements	<b>Reason for omission:</b> Information not available/incomplete; we guarantee the right to collective bargaining in our Sustainability Charter. However, we do not have information on how many employees are covered by collective bargaining agreements.	
GRI 3: MATERIAL TOPICS 2021			
3-1	Process to determine material topics		12
3-2	List of material topics	<b>Reason for omission:</b> Confidentiality constraints; we do not publish a detailed list of material and non-material topics.	
GRI 201: ECONOMIC PERFORMANCE 2016			
201/3-3	Management of material topics		6,12
201-1	Direct economic value generated and distributed		6
201-2	Financial implications and other risks and opportunities due to climate change	<b>Reason for omission:</b> Information not available/incomplete; we will assess climate-related risks and opportunities in a structured process in our next materiality analysis.	
201-3	Defined benefit plan obligations and other retirement plans	<b>Reason for omission:</b> Confidentiality constraints; we we do not disclose details of pension plans.	
201-4	Financial assistance received from government	<b>Reason for omission:</b> Information not available/incomplete; The amount of financial support from the public sector is not recorded uniformly in the national companies.	
GRI 203: INDIRECT ECONOMIC IMPACTS 2016			
203/3-3	Management of material topics		12, 58, 59
203-1	Infrastructure investments and services supported		58, 59
203-2	Significant indirect economic impacts	<b>Reason for omission:</b> Information not available/incomplete; wee do not systematically record indirect economic impacts.	





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
GRI 204: PROCUREMENT PRACTICES 2016			
204/3-3	Management of material topics		12, 42
204-1	Proportion of spending on local suppliers	We work with suppliers worldwide: If the growing areas or regions of origin of the products allow, we also consciously select suppliers that are located in regional proximity to our factories. Raw materials that we cannot source locally due to climatic conditions are purchased on the international market. The products that we sell worldwide in our more than 40 national companies are manufactured at more than 30 production sites. In addition to a few plants with local purchasing, over 20 of these are linked to international purchasing and are mainly supplied centrally by the commodity managers there. Together, they look after over 2,000 suppliers for raw materials, semi-finished products, packaging and merchandise.	
GRI 205: ANTI-CORRUPTION 2016			
205/3-3	Management of material topics	see 2-25	
205-1	Operations assessed for risks related to corruption	The annual risk analysis also includes the topic of corruption and bribery for all companies. No increased risk was identified at any of the companies.	
205-2	Communication and training about anti-corruption policies and procedures	see 2-25	
205-3	Confirmed incidents of corruption and actions taken	see 2-27	
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016			
206/3-3	Management of material topics	see 2-25	
206-1	Legal actions for anti-competitive behavior, anti-trust, and mono-poly practices	see 2-27	
GRI 301: MATERIALS 2016			
301/3-3	Management of material topics		12, 39
301-1	Materials used by weight or volume		39
301-2	Recycled input materials used		39





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
301-3	Reclaimed products and their packaging materials	<b>Reason for omission:</b> Not applicable; food products are consumed and therefore cannot be recycled by us at the end of the use phase. We want to make our packaging recyclable, compostable or reusable by 2030 so that it can be recycled after disposal by organizations in the packaging industry.	
GRI 302: ENERGIE 2016			
302/3-3	Management of material topics		12, 31
302-1	Energy consumption within the organization	<b>Reason for omission:</b> Confidentiality constraints; we do not publish our absolute energy consumption as this is sensitive information from our production plants.	
302-2	Energy consumption outside of the organization	<b>Reason for omission:</b> Information unavailable/incomplete; we do not record energy consumption outside the organization. Instead, we focus on the recording of CO <sub>2</sub> e emissions.	
302-3	Energy intensity		31
302-4	Reduction of energy consumption		31
302-5	Reductions in energy requirements of products and services	<b>Reason for omission:</b> Information unavailable; we don't have a huge influence on energy consumption within households and we cannot measure reductions at home. Within our sphere of influence we try to advise our consumers to skip pre-heating.	
GRI 305: EMISSIONS 2016			
305/3-3	Management of material topics		12, 31
305-1	Direct [Scope 1] GHG emissions		31
305-2	Indirect [Scope 2] GHG emissions from purchased electricity		31
305-3	Other indirect [Scope 3] GHG emissions		31
305-4	GHG emissions intensity		31
305-5	Reduction of GHG emissions		31
305-6	Emissions of ozone-depleting substances [ODS]	<b>Reason for omission:</b> Not applicable; we do not produce ozone-depleting substances.	





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
305-7	Nitrogen oxides [NOx], sulfur oxides [SOx], and other significant air emissions	Reason for omission: Information unavailable/incomplete; details of significant air emissions are not known to us.	
GRI 306: WASTE 2020			
306/3-3	Management of material topics		12, 35, 39
306-1	Waste generation and significant waste-related impacts		35, 39
306-2	Management of significant waste-related impacts	Process for collecting and monitoring waste-related data: Pizza production: Weighing system with connected data system; cake & dessert production: systematic manual input according to rules.	35, 39
306-3	Waste generated	Reason for omission: Confidentiality constraints; we do not publish absolute values on our waste, as this is sensitive information from our production plants.	
306-4	Waste diverted from disposal	Reason for omission: Confidentiality constraints; we do not publish absolute values on our waste, as this is sensitive information from our production plants.	
306-5	Waste directed to disposal	Reason for omission: Confidentiality constraints; we do not publish absolute values for our waste, as this is sensitive information from our production sites.	
GRI 308: SUPPLIER ENVIROMENTAL ASSESSMENT 2016			
308/3-3	Management of material topics		12, 42
308-1	New suppliers that were screened using environmental criteria		42
308-2	Negative environmental impacts in the supply chain and actions taken		42
GRI 401: EMPLOYMENT 2016			
401/3-3	Management of material topics		12, 50
401-1	New employee hires and employee turnover		50
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Reason for omission: Not applicable; there is no internationally standardized procedure here.	





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
401-3	Parental leave	Reason for omission: Information not available/incomplete; information on parental leave is not available due to different international practices.	
GRI 402: LABOR/ MANAGEMENT RELATIONS 2016			
402/3-3	Management of material topics		12, 50
402-1	Minimum notice periods regarding operational changes		20
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018			
403/3-3	Management of material topics		12, 50
403-1	Occupational health and safety management system		50
403-2	Hazard identification, risk assessment, and incident investigation	The ongoing hazard identification and mitigation process is a core part of our integrated OH&S management system and therefore implemented at all sites with a set of instruments to manage our risks. In doing so, we firmly believe in a two-way-concept: While our health & safety officers provide expert knowledge in the form of a standardized risk assessment and limitation methods or through various inspections of all work areas, we also count on our employees. We actively ask for and provide the tools for reporting near misses and hazardous situations, lacking safety awareness or simply suggestions to make our work safer. Because ultimately, no one knows a process and its risks better than the person performing it every day.	50
403-3	Occupational health services	In all of our plants, a health & safety manager is responsible for implementing and maintaining the OH&S MS. Because effective health & safety management can only be realized through participation of all our employees on all levels, this manager is supported by the health & safety team. Participation of workers is as mandatory as participation of the local management and of course the health and safety managers and deputies. While other committees exist for different areas of OH&S, the main task of the core health & safety team is to observe and ensure the continuous improvement of the OH&S MS and to discuss latest topics such as incidents or inspection results.	50





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
403-4	Worker participation, consultation, and communication on occupational health and safety	The implementation of ISO 45001 provides for a corresponding training system for each plant location, which includes regular offerings for all employees. The training takes place at a cross-location and activity-related level and supplements the company's training obligations arising from local occupational safety legislation with additional offerings. For example, new employees or employees returning from parental leave receive special training. It is also stipulated at what intervals this training must take place and whether it is mandatory. Compulsory training includes, for example, annual fire safety training and first aid training.To support the traditional on-the-job and classroom training concepts with e-learning modules, Dr. Oetker is investing in a standardized digital training software that is currently rolled-out at all sites with a digital workplace. In addition, the training system is already being rolled out for employees without a digital workplace, such as in production.	50
403-5	Worker training on occupational health and safety	See above	50
403-6	Promotion of worker health	Occupational health services: The employment of a classical company doctor is not mandatory at Dr. Oetker and is decided by the respective country management on the basis of the local OHS laws. Currently, we have the following solutions in place:- Pro-active concept with directly employed company doctor on a full time basis (+ nurses)- Pro-actve concept with consultated external company doctor (e.g. Germany) that is available at specific times and joins OHS team meetings, inspection tours etc. - Reactive concept where work medical services are acquired case-per-case, e.g. for specific accident or ill-health-cases. Occupational health promotion measures: We have several measures in place but do not standardize this internationally. Examples are health and safety awareness days, health and safety weeks, free health screenings, vaccinations, ergonomical health offers such as sports options and physiotherapeutic offers, subsidized health enhancing equipment for the workplace such as ergonomical devices, chairs, spectacles.	50
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		50
403-8	Workers covered by an occupational health and safety management system	The intl. OH&S MS covers the aforementioned 26 production units and is based on the ISO 45001 standard. Compliance with this standard is evaluated through regular internal audits by trained auditors. Each audit is followed by a thorough process to address and resolve all identified deficiencies. After completing this process and demonstrating compliance with ISO 45001, the site is awarded an internal OH&S management certificate. Third-party certification according to the ISO 45001 standard is currently not mandatory for these units and is determined by the local country management. At the moment, 3 out of the 26 shold a third-party certified ISO 45001: Wittlich, Wittenburg, Desenzano/cameo. The scope of each OH&S MS is defined locally and covers all operations that are directly controlled by Dr. Oetker. All external parties mentioned here are subject to the safety guidelines and other relevant policies of the local MS as soon as they enter Dr. Oetker premises.	50
403-9	Work-related injuries	See 403-10	





GRI STANDARDS AND INDICATORS

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CHAPTER

403-10 Work-related ill health

Work-related injuries and fatalities <sup>1</sup>	2023	2024
Fatalities	0	0
Work-related injuries with major consequences <sup>2</sup>	0	0
Rate of work-related injuries with major consequences	0	0
Work-related injuries <sup>3</sup>	347	464
Rate of work-related injuries <sup>4</sup>	21.46	24.34
<div><sup>1</sup> For all employees covered by the OHS Management System (26 production sites).</div> <div><sup>2</sup> Work-related injuries that lead to a permanent incapacity for work are classified as injuries with major consequences in this report.</div> <div><sup>3</sup> Minor injuries are not included in the report. Accidents without lost days (calendar days) are considered minor accidents. The day of the accident does not count (≥ 1 calendar day lost). Employees from external companies cannot be included in this report.</div> <div><sup>4</sup> The rate of work-related injuries is calculated by dividing: work-related injuries/net hours worked in relation to 1,000,000 hours worked.</div>		

GRI 404: TRAINING AND EDUCATION 2016

404/3-3 Management of material topics12, 50

404-1 Average hours of training per year per employeeReason for omission: Information not available/incomplete; the number of hours for training and further education is not recorded uniformly in all national companies.

404-2 Programs for upgrading employee skills and transition assistance programs54





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
404-3	Percentage of employees receiving regular performance and career development reviews	All employees should receive feedback and information on further personal development opportunities in regular meetings with their managers. For all non-tariff employees, this takes place via a controlled performance management system with regular annual appraisals.	50
GRI 405: DIVERSITY AND EQUAL OPORTUNITY 2016			
405/3-3	Management of material topics		12, 50
405-1	Diversity of governance bodies and employees	For diversity indicators other than gender and age group we are not tracking this data.	50
405-2	Ratio of basic salary and remuneration of women to men	<b>Reason for omission:</b> Information not available/incomplete; Equal treatment of all employees is defined in the Oetker Code of Business Conduct. This principle also applies to remuneration.	
GRI 406: NON-DISCRIMINATION 2016			
406/3-3	Management of material topics		12, 50
406-1	Incidents of discrimination and corrective actions taken	see 2-27	
GRI 407: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING 2016			
407/3-3	Management of material topics		12, 42
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	During the reporting period, there were no violations or identified risks in relation to child labor, forced labor or the right to freedom of negotiation in our own business area. During an audit at a supplier in India, the absence of a legally required complaints committee was identified. Its establishment has been agreed as a measure in the Corrective Action Plan.	12, 42





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
GRI 408: CHILD LABOR 2016			
408/3-3	Management of material topics		12, 42
408-1	Operations and suppliers at significant risk for incidents of child labor	see 407-1	39, 47
GRI 409: FORCED OR COMPULSORY LABOR 2016			
409/3-3	Management of material topics		12, 42
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	see 407-1	39, 47
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016			
414/3-3	Management of material topics		12, 42
414-1	New suppliers that were screened using social criteria		42
414-2	Negative social impacts in the supply chain and actions taken		42
GRI 416: CUSTOMER HEALTH AND SAFETY 2016			
416/3-3	Management of material topics		12, 23
416-1	Assessment of the health and safety impacts of product and service categories		23





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In order to guarantee the safety of the goods produced in all Dr. Oetker plants, we rely on ISO 9001 certification for quality management and the globally recognized management systems for food safety, ISO 22000 and the FSSC 22000 standard of the Food Safety System Certification. The proportion of certified plants is therefore high internationally and expansion is an integral part of further planning. Up to and including 2024, 27 production sites were certified in accordance with ISO 22000. In addition, 16 international plants are certified to FSSC 22000. 22 plants have ISO 9001 certification. Dr. Oetker also carries out risk analyses in accordance with the HACCP [Hazard Analysis and Critical Control Points] concept prescribed by law for food manufacturing companies. The entire production process, from raw materials to use by the end consumer, is checked for potential health hazards and appropriate preventive measures are defined. As part of an external ISO 22000 certification, the HACCP concept is checked for effectiveness at all production sites integrated into the Dr. Oetker quality management system. Product safety is always our top priority. For this reason, we also have a centralized and international crisis management system and the company's internal rapid alert system RASI [Rapid Alert System International]. Despite the requirements, controls and safety measures described, public product recalls may occur in exceptional cases. In these cases, the Senior Executive Manager Quality Assurance & Management Systems forms a task force with the urgent objectives of minimizing the health risk to the consumer and averting damage to the company. Depending on the incident, the task force may include the company's central crisis manager, who is also the safety officer, the insurer, and representatives from Quality Assurance, Production, Legal, Logistics, Sales, Purchasing and other product-related departments. During the reporting period, there were three public product recalls, each of which originated with the supplier. In one case each, the raw goods supplied contained salmonella or mycotoxins, and in one case the raw goods supplied were potentially contaminated with a foreign body. Of course, we are continuously working to avoid these cases even more reliably.	
GRI 417: MARKETING AND LABELING 2016			
417/3-3	Management of material topics		12, 18
417-1	Requirements for product and service information and labeling		12, 18
417-2	Incidents of non-compliance concerning product and service information and labeling	There were no violations in connection with product and service information and labelling during the reporting period.	
417-3	Incidents of non-compliance concerning marketing communications	There were no violations in connection with marketing and communications during the reporting period.	





GRI STANDARDS AND INDICATORS

REASON FOR OMISSION / INFORMATION

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GRI 418: CUSTOMER PRIVACY 2016

418/3-3 Management of material topics

We assure our contacts of this: We treat data entrusted to us by customers, business partners, employees and applicants with the utmost care and diligence and in compliance with legal obligations. All affiliated companies benefit from synergies via our overarching Oetker Group data protection management system: This is where we make strategic decisions regarding data protection and derive central guidelines and processes from them. The respective management of the individual companies is responsible for ensuring that all data protection regulations are observed and implemented, particularly with regard to customer data protection. Data protection coordinators and contact persons form the operational basis of the data protection organization. This system has been fully rolled out in Dr. Oetker's German companies. All other national companies are currently still responsible for their own data protection management, but are gradually being networked with the international, Group-wide organization. In addition, there is a regular exchange between the data protection experts of the various companies of the Oetker Group, in which best practices in particular are also discussed. The data protection organization dealt with many major challenges in the reporting period. These included the topic of international data transfer, as the establishment of the new EU-US Data Privacy Framework has once again changed the key framework conditions. The implementation of transparency obligations and the guarantee of information rights was another topic on which the organization worked intensively.

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

In the reporting period, there was one case at the German Dr. Oetker companies in which Dr. Oetker was notified of a breach of customer data protection. This occurred during order processing by a service provider as part of the delivery of the Dr. Oetker Baking Club magazine. As part of the investigation into the case, awareness and improvement measures were introduced in order to avoid similar errors in the future. Beyond this, there were no further indications of data theft and data loss in connection with customer data. In future, we want to improve transparency in this area and collect and consolidate data across various national companies.

GRI 101: BIODIVERSITY 2024

101-1 Policies to halt and reverse biodiversity loss

42

101-2 Management of biodiversity impacts

**Reason for omission:** Information unavailable; we do not know details of the biodiversity value in the areas of our sites and of endangered or protected species in areas affected by our operations. - **Not applicable: Protecting or restoring habitats in project areas is currently not the focus of our sustainability efforts.**

101-3 Access and benefit-sharing

**Reason for omission:** Information unavailable/incomplete; we do not know details of the biodiversity value in the areas of our sites. We are actively addressing this topic because it's material to our business and essential for compliance with upcoming regulations. Currently, however, our information is incomplete and not yet available.





GRI STANDARDS AND INDICATORS		REASON FOR OMISSION / INFORMATION	CHAPTER
101-4	Identification of biodiversity impacts		31, 42
101-5	Locations with biodiversity impacts	<b>Reason for omission:</b> Information unavailable/incomplete; we do not know details of the biodiversity value in the areas of our sites. We are actively addressing this topic because it's material to our business and essential for compliance with upcoming regulations. Currently, however, our information is incomplete and not yet available.	
101-6	Direct drivers of biodiversity loss	<b>Reason for omission:</b> Information unavailable/incomplete; we do not know details of the biodiversity value in the areas of our sites. We are actively addressing this topic because it's material to our business and essential for compliance with upcoming regulations. Currently, however, our information is incomplete and not yet available.	
101-7	Changes to the state of biodiversity	<b>Reason for omission:</b> Information unavailable/incomplete; we do not know details of the biodiversity value in the areas of our sites. We are actively addressing this topic because it's material to our business and essential for compliance with upcoming regulations. Currently, however, our information is incomplete and not yet available.	
101-8	Ecosystem services		31, 42
GRI 303: WATER AND EFFLUENTS 2018			
303-1	Interactions with water as a shared resource		31
303-2	Management of water discharge-related impacts		31
303-3	Water withdrawal	<b>Reason for Omission:</b> Information incomplete; we currently do not have a breakdown of total water figures.	
303-4	Water discharge	<b>Reason for Omission:</b> Information incomplete; we currently do not have a breakdown of total water figures.	
303-5	Water consumption		31



# About this *report*

[GRI 2-2/3/4/5]

The family-owned company Dr. Oetker published its first environmental report back in 1994. In 2003, the regularly published environmental reports were expanded and replaced by more comprehensive sustainability reports. In 2023, we published an internationally valid report in accordance with GRI for the first time for the 2019-2022 reporting period; the same applies to this ninth sustainability report [2023/2024]. In it, Dr. Oetker provides information on behalf of the international management on the key topics and challenges of sustainable development and highlights the sustainability strategy and the status of implementation of the Dr. Oetker Sustainability Charter. The report is aimed at retailers, consumers, employees and business partners of the company as well as the media, non-governmental organizations, associations, politics, science and the social environment.

## Scope

Unless otherwise stated, the information provided in this report relates to the operations at all international Dr. Oetker locations, as shown on page 9. The figures presented are based on various data sources and methods and have been collected with the utmost care, but have not been audited by an external body. There may be limitations and uncertainties in data collection and analysis that affect the accuracy and completeness of the reporting. However, we are continuously working to improve data quality, for example through internal controls and the use of industry-

wide standards and benchmarks. The quantitative data in this report relates to the period from January 1, 2023 to December 31, 2024 (excluding All About Cake GmbH, Galileo GmbH&Co. and Juit GmbH). This report therefore replaces the Dr. Oetker Sustainability Report 2019-2022, which was published in June 2023.

## Report structure and content

The report structure is based on the relevant fields of action identified in the materiality analysis and implemented in the Dr. Oetker Sustainability Charter: Our Food, Our World and Our Company, as well as social commitment. The first of the five chapters provides an introductory description of the Dr. Oetker sustainability strategy, including the Dr. Oetker Sustainability Charter, and presents the organization of the company's sustainability management. For the third time in the company's history, this sustainability report has been prepared in accordance with the globally recognized GRI Standards. The first report was prepared as a GRI "Core" version, the second and the current one according to the new Universal Standard [valid since January 1, 2023]. In addition to the management approaches, the chapters contain the corresponding topic-specific disclosures for each material topic. In order to best meet the information needs of stakeholders, Dr. Oetker reports beyond the required disclosures wherever possible. The references to the GRI indicators can be found in the GRI Index at the end of this report.

## Further information

The Sustainability Report is available digitally in PDF format in German and English on the website › [www.oetker.com](https://www.oetker.com).

## Forward-looking statements

This Dr. Oetker Sustainability Report contains forward-looking statements that are based on assumptions and expectations at the time of publication of this report. Various factors, which are not always necessarily under the company's control and are difficult to predict, may cause actual results to differ from the targets stated here. These factors include future market conditions and economic developments, the behavior of other market participants and legal and political decisions. Forward-looking statements in this report are therefore not to be regarded as certain.

## Editorial note

In the interest of reader-friendliness, the legal forms are not mentioned.





# Imprint

[GRI 2-3]

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Your feedback

We want to improve and develop our Sustainability Management. Therefore we look forward to your feedback.

**Dr. August Oetker Nahrungsmittel KG**

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