

General information about the company

Company name: Landgut Stober GmbH und Co. KG

Legal form: GmbH und Co. KG

Ownership: property of Michael Stober

Website: www.landgut-stober.de

Field: tourism company with a large share of services

Company seat: 14641 Nauen, OT Groß Behnitz

Total number of employees: approx. 210

Full-time equivalent: 60

Number of seasonal or temporary employees: approx. 150

Turnover: > 4 million euro net

Annual surplus: -

Subsidiary firm / affiliated companies: -

audit period: 2016/2017

Short presentation of the company

The Stober country estate, in the middle of the picturesque park landscape in Havelland only 20 km west of Berlin is a conference and event hotel, as well as an event location. The tourism company is owned by the family Michael and Tanja Stober and is considered the most sustainable hotel in Germany.

The host family and the entire team of the estate stand for top quality, a family atmosphere as well as excellent service and the best regional food. In 2017, the hotel was named the greenest hotel in Europe and was voted Germany's most popular conference location by its guests.

Products / Services

Following on from the meetings of the Kreisau Circle, the largest resistance movement against National Socialism, which met a total of seven times on the estate in 1941 to 1943 and wrote the programme for the reagrarisation of Germany, this visionary, special place has been consistently developed into an excellent conference and learning venue. People met and still meet here to change things for the better.

In addition, Landgut Stober is a place for events, festivals and celebrations as a continuation of the tradition of the former owner family von Borsig, who celebrated many traditional festivals, such as Easter bonfires, maypole raising, harvest festival, summer solstice or Hubertus weeks. We have taken up this tradition.

Meanwhile, 75 percent of the customers come from the seminar, meeting and conference sector. 20 percent of the guests come for weddings or company celebrations. Only 5 percent are holiday guests. This makes us a rather atypical hotel.

Guests can choose from 26 different conference and meeting rooms for up to 2,000 people.

It is also possible to stay in 428 beds. There are 4 kitchens, the largest for up to 1,000 meals.

The company and the common good

The company is per se a common good economy project, because at the time of its acquisition in 2000 it was a ruin completely ready for demolition. It was put up for public auction and the important question was what use concept could be found. The estate is located outside of Berlin and in an infrastructurally and economically structurally weak region. In addition, everything was still a listed building. In this respect, it was clear that the guests who would ensure adequate and sustainable use would have to be brought in themselves.

The project was and is a great challenge: After long deliberations on the concept - initially: a centre for historical handicrafts or for ecological agriculture -, on the structure - a non-profit association, a foundation, a limited liability company - or on the financing -GLS Bank, Triodos Bank, Mittelbrandenburgische Sparkasse - how the project can be successful in such a structurally weak environment, Michael Stober took the high economic risk alone due to the lack of other investment partners. In the meantime, with the help of EU and state funds, other sponsors and donors, as well as the Triodos Bank and his own funds, about 18.5 million euros have hopefully not been put in, but on the sand of Mark Brandenburg.

It is a company that is not primarily focused on making profits, but it was first about getting the business up and running. Seven lean years had to be endured, then two barely positive ones, and finally now a good positive year. Fortunately, today's success shows that it works in the end. However, the implementation involved an extremely large amount of life time, life energy and heart and soul.

The contact persons in the company are essentially my wife and me. From the beginning, we both waive any salary in favour of the company and the employees.

A1 Human dignity in the supply chain

Mandatory indicators

- Share of purchased products/services in the total purchasing volume in tabular form. We are not a manufacturing company with purchasing/production/sales, but a service provider that does everything itself with a maximum of 10% purchased external services.
- The proportion of products/services purchased that have been produced under fair working conditions is 95%, of which we have for the most part convinced ourselves. From spring to autumn, the share of regional products is 80-90%, in winter on average 50%. (Two thirds of all suppliers are checked by the management and the chef himself).

When we started eleven years ago with our first restaurant and our first employee, we realised that we were living in a so-called "service desert" in Nauen, i.e. at that time hardly anyone supplied us. The greater Berlin area is well connected, but not the area west of Berlin. The only company that supplied us during this time was "TERRA Naturkost", an organic middleman from Berlin. However, we had to place rather complicated orders there and then we did not always get everything we had ordered.

Eight years ago, we started looking for other suppliers in the region. The area around the estate - being former East Germany - is characterised by large-scale agriculture, and they were not suitable as suppliers because they often "pour out whatever chemicals the trowel gives" onto their fields.

We got address lists from Bioland, Demeter and other associations and "canvassed" many farms until we finally built up our own chain of suppliers with regional products over the years. Some of these regional suppliers are certified organic, others are not because they are too small or cannot afford it. Of course, it is great if a farm is certified organic, but it is not a criterion for exclusion. If we find out that there is a potential supplier who sells good products, then we go there together with the chef - to see what kind of atmosphere there is in the farm, what kind of people are employed there, whether they are happy or not, whether you can feel tensions in the company and what the animals get to eat. If, for example, we find a medicine cabinet near the stalls or have a strange feeling in general, we don't let the farm supply us.

One example is a Merino sheep breeder: Immediately upon arrival, we sensed a very positive atmosphere, but we equally looked at the animal food, the handling of the staff and the animals or even plants. The breeder knew each of his 120 animals by name and loved each of them. It was simply wonderful to see. That's how he got into our supply chain.

Generally speaking, we can say that anyone who supplies us must love their animals or plants as much as we do. And only those who meet these requirements and social and ecological sustainability criteria are included on our list of suppliers.

That's why you won't get yellowfin tuna, deep-sea crabs or shark fin soup "from the lake behind the house" at our place, for example.

This list is transparent and can be viewed by every guest on our website or menu.

A1 Negative aspect: Violation of human dignity in the supply chain

Report question

Since most products come from regional suppliers or likewise certified companies, and non-European products are the absolute exception, compliance with human dignity in the supply chain can be confirmed without reservation.

A2 Solidarity and justice in the supply chain

Mandatory indicators

The proportion of purchased products and raw materials that bear a label that takes solidarity and justice into account is 95% through our own testing, and 45% through third-party labels.

The proportion of suppliers with whom fair and solidarity-based dealings with stakeholders were discussed or who were selected on this basis amounts to 85%.

Over the years, we have formed a small network with other tourism suppliers and restaurants. As a result, the deliveries worked better and some other suppliers were added. Among them were also conventional suppliers, but also some from the organic sector.

We have told our suppliers that if they find organic produce that is up to 20% more expensive at wholesale markets, we will pay the higher price and they do not have to ask beforehand.

Even though this worked quite well, the situation was not entirely satisfactory for us. We started to order from other suppliers and always asked whether and how we could be sure that the goods were regional or organic. If we did not receive a clear, credible and well-founded answer to this question, we stopped ordering from them.

A2 Negative aspect: Exploitation of market power vis-à-vis suppliers

Report question

The company can confirm that solidarity and justice in the supply chain are not violated and that the market power of the main suppliers is not exploited, because the dependency is rather the other way round.

A3 Environmental sustainability in the supply chain

Mandatory indicators

The proportion of products/services purchased that are environmentally superior alternatives varies seasonally and is at least 70%, from April to November it is close to 90%.

We mainly offer regional -and therefore seasonal- products and therefore have constantly changing products and menus.

So, when my chef makes a food order, it usually takes two hours, not fifteen minutes, because he doesn't order from a wholesaler on the internet at the click of a mouse, but often has to check with the farms to see if the goods are available in the desired quality or quantity. As many potential suppliers are then contacted until the desired quantity can be obtained from responsible sources.

If you as an entrepreneur or collective are not fully behind this corporate philosophy, it cannot work in the long run.

For us as entrepreneurs, it is a 'no-go' to be supplied by a conventional wholesaler, no matter where the goods come from, because this way you don't develop a relationship with the products.

This has a positive side effect: instead of desperately looking for cooks, there are more applications than we can accept because our workplace is so much in demand.

The way we cook and prepare our food does not use any flavour enhancers, we do not have any ready-made powders or sauces. Everything is freshly cooked here. That makes good cooks all the happier.

In addition, last year we planted a 300-square-metre herb and vegetable garden, so that we can now grow herbs and some vegetables ourselves. The cooks take care of the cultivation themselves. These are all measures that excellently promote the identification of the kitchen staff for the production of the products.

A3 Negative aspect: disproportionately high environmental impacts in the supply chain

Report question

Most of our suppliers are either certified by Bioland, Neuland, Demeter, or similar; alternatively, we carry out checks ourselves. The use of bought-in products from overseas, for example, is well below 5%. As already mentioned above, we attach great importance to purchasing regional products, which is why shorter delivery routes also mean less environmental pollution.

A4 Transparency and co-decision in the supply chain

Mandatory indicators

The percentage of purchased products and raw materials that bear a label or that take transparency and co-decision into account is 95%.

The proportion of suppliers with whom a transparent and participatory approach to stakeholders was discussed or who were selected on this basis is 70%.

The entire supply chain of the estate is transparently disclosed. Guests can also go to any of these farms if they wish, and each supplier is linked on our website.

An example: "Speisekombinat" from Kladow, an organic farm, supplies us with vegetables and fruit. This company has a special campaign. The owner of the company says: *"The employees of every company I supply, who process our products, have to come to us once a year and help out in the fields for a day, so that they also develop an appreciation for these products."*

I myself am a big proponent of the theory that in the organic sector and in the field of sustainability there are often free riders who get in on the act. Transparency actively counteracts this. In today's age of social media etc., such cover-ups usually inevitably come to light at some point. So why not act openly right away? If all production processes were disclosed from the outset, there would be no such thing as organic scandals. That is why I place transparency directly after sustainability on my scale, which together logically leads to the common good economy.

We regularly carry out blind tastings with all employees when a new supplier is acquired. Only if the tasting is convincing, the company is added to the supplier list.

Our chefs reflect our quality standards. For example, our restaurant chef Thorsten Ritter used to cook in one of the three Sarah Wiener restaurants in Berlin. Our banquet sous chef Johannes, for example, has written four vegan cookbooks with Attila Weidemann. That's why Johannes also stands for the topic of vegan cuisine with us.

Three years ago, we increased our turnover by 46 per cent, but at the same time reduced our meat consumption by 25 per cent, see CO2 balance.

1. B1 Ethical attitude in dealing with funds

Mandatory indicators

- Share of equity in percent 40%, bank loan 30%, public subsidies 30%.
- Average equity ratio of the industry 25-30
- Debt financing, broken down by type of financing: 5.5 million euros from Triodos Bank, Europe's most sustainable bank for five years.

After I bought the ruin in 2000, we considered what legal form to choose. In the end, it became a GmbH & Co. KG because we hoped to find other co-investors for the project. And it was clear that it would not work in this structurally weak region without funding. In a previous life, I myself had refurbished over a thousand flats as a general contractor for the refurbishment of old buildings. From that time, I had some apartment buildings and when I sold them, the proceeds were tax-free according to German tax legislation. Contrary to the advice of my advisors, I did not take this money to "Panama" or "Paradiso", but invested it in the ruins in Brandenburg to make something beautiful out of it for the people.

We were able to raise a total of 5.5 million euros in funding from the German Foundation for Monument Protection, through the monument programme "Dach und Fach", from the Federal Labour Office, the Ministry of Agriculture and the Ministry of Economics. Despite this large amount of money, it was not enough.

We got another 5.5 million euros from Triodos Bank as a loan.

The third part of the financing of the project was the own contribution described above through the proceeds of the sale of property.

This is how the total financing of 18.5 million euros came about.

It was clear to me from the outset that this would not be possible with a traditional bank, because this is not a project in which you invest one euro one year and two euros come out the next. That's why our project was not a deal for a traditional bank. In response to my financing request, they wrote laconically after six weeks: "We will return your documents to you for our discharge", no enquiry, no comment, no transparency.

For this reason, it was a good thing that I was already a customer of GLS Bank and had a contact with Triodos Bank. I am a cooperative member at both banks, so I also participate in the banks' equity capital.

In the first seven years we did not make any profits, but had to take out another 800,000 euros in working capital loans. That is more money than a normal person can work off in a lifetime. Unfortunately, I didn't find anyone who would have taken this gigantic risk with me.

Nevertheless, we are now thinking about a transfer to a foundation. A first meeting with an employee of Triodos Bank has already taken place.

We are also thinking about employee share ownership, but if the company is only making a loss, of course no one is going for it yet.

2. B2 Social attitude in dealing with funds

Mandatory indicators

Net cash from operating activities	EUR 450 thousand
Total need for future	EUR 0 thousand
Strategic expenditure/expenses incurred	450 thousand EUR
Additions	EUR 0 thousand
Allocation to reserves (profit not withdrawn)	EUR 0 thousand
Capital income	EUR 0 thousand, 0% of share or nominal capital

In 2012, we completed our second hotel expansion to 256 beds. For five years, the hotel has been awarded as Germany's most sustainable hotel.

For seven lean years we earned a red zero or a minus, then two years a small plus - but only because the management has foregone a managing director's salary for 18 years in favour of the staff and the company - and then finally in 2017 a clear plus. This led to the bank financing us being able to replace the principle of hope with the principle of faith.

This plus initially meant that we were able to repay a portion of the working capital loan, but we were still able to give our employees a gift: a voluntary in-house pension scheme for all employees by the company/employer.

Our corporate philosophy stipulates that 20% of the profits are donated to charitable institutions, and another 40% are reinvested in the company. Another 20% goes to the employees through improved social benefits or higher salaries. 10% goes to special loan repayments. And only 10% goes to the owners, which unfortunately has only been the case on paper so far.

B2 Negative aspect: unfair distribution of funds

Report question

Losses are distributed exclusively through the ownership structure; distributable profits have not yet accrued. However, our corporate philosophy is clear and transparent in this respect, see B1.

B3 Social-ecological investments and use of funds

Mandatory indicators

Investment plan incl. ecological refurbishment EUR 0 thousand

Realisation of the ecological investments Approx. 1,800 thousand EUR and 98% of the demand

Financed projects EUR 1,800,000 98 % of investment

Fund EUR 0% of investments

I will come to what exactly we did in our organic hotel later. I already give lectures on sustainability in tourism and I always say that sustainability is a path, a journey, and not an end state. If you ever meet someone who says: "I am sustainable now!", don't believe them - because there is nothing that can't be improved. Everything can be thought about and everything can be doubted, everything can be looked at again, it can be optimised and you can ask yourself "What can I still improve?" I encounter this every day.

We also hold events on our estate that fit exactly into this theme. At the end of 2017, for example, we had an event organised by the Ministry of Economics and the Brandenburg Future Agency, which was about subsidies in gastronomy and tourism, but also for other

businesses, on the topics of energy efficiency, resource-conserving use of media and sustainability.

We show others what we do and why we do it by publishing our internal information, including in the Sustainability Code, open carbon footprints, external audit results.

B3 Negative aspect: dependence on ecologically questionable resources

Report question

The company hereby confirms that it does everything in its power to conserve resources. Ecologically harmful substances are not used.

B4 Ownership and co-decision

Mandatory indicators

What is the breakdown of equity in percent (equity structure in %, from 0 to 100% in each case)?

- Entrepreneurs 100%
- Executives
- Employees
- Customers
- Suppliers
- Further environment
- Non-collateral capital investors

So far, employee participation in the company has not been an option. Why?

Because so far only losses have been incurred in the initial investment phase, which only the entrepreneur was prepared to bear. Other limited partners or even employees to spread the risk have not been found, despite a diligent search. Only when the company is making stable profits and the investment phase will be completed in 2020 can serious consideration be given to employee participation.

The bad ones into the jar (of the entrepreneur),
the good ones into the potty (of the employee).

This aspect is not sufficiently appreciated in the GWÖ view. Particularly in the case of business enterprises that are being set up, there are usually no employees who are liable as co-entrepreneurs. What is needed here is a socially, ecologically and sustainably economically minded entrepreneur who is prepared - as a rule, using all his economic and personal means - to exploit himself in order to build up a company that can and should later serve the good of all.

And another aspect seems to me to be important to bring into a more honest GWÖ. A realisation that needs a long maturing:

Many a project started 30 or 40 years ago as a self-managed community project, e.g., as a carpenter's commune or an agricultural collective supported by all. And today it is an enterprise run by individuals for the benefit of all employees.

Why is that? Simply because not everyone in the workplace is ready and willing to take on entrepreneurial responsibility. Many want to do their job in peace, to have enough money in their pocket at the end of the month to support themselves. It is not useful to judge or condemn these people in their attitude, just as it is not useful to judge the GWÖ-oriented entrepreneur.

There is already a very high degree of employee involvement in decision-making: This starts with working hours and holiday plans, goes on to co-decision-making/veto rights in the hiring of new employees, and ends with strategic decisions on where the company as a whole should develop.

I have also gone into detail under other balance sheet items.

B4 Negative aspect: hostile takeover

Report question

There have been no hostile takeovers and there will be none in the future.

C1 Human dignity in the workplace

Mandatory indicators

- Average length of service is 2.8 years
- Development opportunities offered and taken advantage of (professional and personal) in hours per employee or by management level: very difficult to say on average, as demand varies greatly in different departments. 4-5% incl. personal discussions
- The health/illness rate is significantly below the German average (depending on the demographic distribution). The number of days on which employees come to work despite illness is zero. This question is nonsense, at least in Germany, because it is not possible from an insurance point of view. Of course, this does not apply to the management, which has been absent due to illness for less than ten days in the last seven years.
- No industrial accidents
- Health / diversity offers taken up: content + number of hours per employee 1h/month, company sports and discussions, as well as a daily meal together to increase the feeling of togetherness as a corporate culture.
- The average age is 38, 75% are women (we would rather have a male quota), many single mothers, two "handicapped" people, some homosexuals, first company in Brandenburg to employ refugees on a permanent basis, freelancers are partly followers of other religions.
- Average waiting period 1.5 years

The best way to describe our company culture is that we are a family-run business. My wife, who is more in charge of the staff, and I keep in close contact with all employees, both freelancers and permanent staff. My wife and I are present on the estate 16 hours a day and now live there, our children go to a 'Club of Rome' school in neighbouring Nauen. In this

respect, we are very open and sometimes also private contacts for our employees. This shapes our corporate culture.

We are not only open towards our employees; we also think a lot for them.

Of course, the employees can use our wellness offers free of charge. We also organise company sports, i.e. joint sports activities, and twice a year a woman comes to give massages to the employees free of charge for the whole day.

When it comes to occupational health and safety, we are subject to strict controls. Whether this concerns hygiene or our system for controlling cold chains and supply chains. But these are standards that every German company in our field now has to comply with.

All people who use machines, for example for the maintenance of green spaces, receive instruction, have to wear safety shoes, etc. These are a matter of course for us.

We are very proud of the fact that, in principle, we do not need the women's quota. About $\frac{3}{4}$ of our employees are women.

Since my wife and I have seven children of our own, we make sure that our employees with families are given special consideration, for example, when planning holidays, and that working hours and assignments are coordinated accordingly. For example, less duty at the weekend.

We are very happy that 10 of the 60 full-time employees come from the village, so they come to the estate on foot or by bike, which also has a positive effect on the carbon footprint. 35 employees come from the region and sometimes carpool. But we also have shuttle cars so that the employees can get the 10 kilometres to the train station in Nauen. Only 15 employees come from the Berlin area. They mainly use public transport and sometimes cycle from the station to the estate.

Since we cannot fill all the jobs with local employees, we asked ourselves at the end of 2015, when the refugee crisis began, what we could do to counteract the prejudices against refugees: "They lie on our pockets and do nothing" or "they take our jobs". Together with the district administrator and the job centre, we developed a concept that is still valid today on how entrepreneurs can employ refugees. We were the first company in Brandenburg to employ refugees on a permanent basis.

C1 Negative aspect: inhumane working conditions

Report question

We generally do not support any structures, behaviours or partial aspects with inhumane working conditions.

C2 Formation of employment contracts

Mandatory indicators

The spread between the highest earning employee and the lowest earning employee is just 2.25

- The median earnings are on average 2,480 €/month
- A location-dependent "liveable earnings" (for all operating locations) is not applicable, as there is only one location
- There is no company-wide defined weekly working time, which depends on the possibilities and wishes of the employee. Some only work half days, others 30, 32 or 35 hours, because due to the high proportion of women we also have many single mothers who are bound to day-care times or school holidays.
- There is no overtime.
- Unlike in Austria, there is no six-day week, but only a five-day week.
- Employees decide for themselves how much they want to work, the salary is then adjusted accordingly in coordination with the other employees in the department. It has to be compatible.
- In each department, the employees agree with the management on a possible spread of their salaries.
- There is no discrimination between women and men, or between smokers and non-smokers, for example.
- Suggestions for improvement from the employees are taken up and integrated in dialogue with the employees of the respective department
- Offer of four-day week with full pay.
- Waiver of salary by the management in favour of the employees and the company.

To an employee who applies, we say: "if you work with us, please do not leave your character in the cloakroom in the morning, but bring it with you into the company". So, we give the employee the freedom to say "*good day*", "*goodbye*" as well as "*please*" and "*thank you*" with decency, to deal with the guest as they see fit. This increases the sense of responsibility and loyalty, but also the motivation of each individual employee.

Moreover, before we hire an employee, we do not ask him/her what he/she would like to have gross, but what he/she needs net to live and what he/she imagines for a good life. We fulfil this and usually even overfulfil it, because we always try to work it out in a way that suits everyone. In this respect, the employee always has a say.

We also take into account certain temporary needs of staff. If someone has an important appointment, this is taken into account in the roster design. The entire duty roster and also the organisation of holidays is done by the senior staff in consultation with the staff in his or her department.

Non-smokers and smokers are treated equally in terms of working hours.

We have employment contracts that guarantee the employee a 40-hour week. Payroll accounts are kept for cases where employees should develop overtime over the summer. With the agreement of the staff member, he/she reduces any overtime in times when there is less

activity. Then the employees have more time off or a few days off with full pay. If someone wants to have the overtime paid out, that is not a problem either, but as a rule we keep to the 40 hours and as a result there is no overtime.

We offer a very special working time model that we have developed. That is why in some areas it is possible to work ten hours and not just eight, and only four days a week. In my opinion, this is a good model that counteracts prejudices about jobs in the catering industry. Because it is often said that in the catering industry you have no free time and you never have time when your friends are doing something.

Another important point is that our income spread is 2.25. This means that the difference between the lowest income, which is usually a little above the minimum income, and the highest paid employee is not that big. The highest income is only 2.25 times higher than the lowest income - a very small spread. In addition, since the beginning of the company in 2000, both the management and my wife have generally waived a managing director's salary in favour of the company and the employees.

C2 Negative aspect: unfair structuring of employment contracts

Report question

The best way to do this is to ask the employees. There is neither exploitation nor one-sided burdens.

C3 Ecological behaviour of employees

Mandatory indicators

- The proportion of food from organic sources in the Biohotel is between 70 and 90%, in the other areas up to 60%.
- Proportion of arrivals by car, public transport, bicycle or on foot is 100%.
- Degree of utilisation of the ecological operational offer of the employees is 100%.

All employees receive a regular organic lunch - taxed by the employer - from the same ingredients as the guests. There is also free filter coffee and free mineral water.

Most employees use public transport, cycle or walk, or form car pools, which has a positive effect on our CO₂ balance, which we have had drawn up by CO₂OL since 2013.

There is a training account for each employee, where he/she can take one week off work per year without being asked and do a training course. We even go one step further: if the further training that the employee wants to do is related to our company's purpose, we usually pay for it. We have other employees who, for example, are doing a dual course of study, which costs many thousands of euros. We also contribute to the costs.

In addition, the ecological behaviour of the employees is promoted through the self-grown herb and vegetable garden or through internal and external training measures on sustainability management.

C3 Negative aspect: Guidance to wastefulness/toleration of unecological behaviour

Report question

Unecological behaviour is not tolerated, and we are constantly trying to improve through internal audits. However, some staff members have needed much more support than others. With the "Employee of the Month" award, we recognise particularly sustainable behaviour by employees.

C4 Internal co-decision and transparency

Mandatory indicators

- Degree of transparency for critical and essential data (assessment is 66%)
- The proportion of managers who are legitimised through consultation/participation/co-decision-making by their own staff is 100%). Partly conscious renunciation of hiring managers, but organic formation of senior staff, appointments are always made with the participation of the staff already working there.
- The share of decisions taken through consultation/participation/co-decision is approx. 80%.

We have an organisational form in which the managing director is more responsible for the visions and thinks about where the company wants to be in two or five years, for example, and how the company will develop further. I am also the networker and have many appointments outside. That's why I travel a lot and am closely involved. My wife, on the other hand, is more responsible for the operative business on site. Below that, we have a level of different department heads: a hotel manager, a restaurant manager, a banquet manager, a kitchen manager, the building services department, etc.

We always meet on Wednesdays at a certain time where we discuss the overall topics, the topics of the departments among each other and also the topics of the departments within themselves, after which there are discussions between the department heads and the respective staff members in the departments in order to implement what has been discussed.

No decisions are made without involving the staff. So, we don't hire new staff in any department if the staff don't agree - even if we as management say that the person is wonderful. Ergo they have a very important say. Because the process of integration is a two-way process, not only the new employee has to integrate, but the team has to integrate him or her as well. As management, we are often asked to moderate this process of integration.

As mentioned above, the chefs are also involved in what products we buy. The hotel team is also involved in the ordering process.

The above-mentioned blind tasting with the staff to select suppliers is also part of internal co-determination.

Nothing is decided over the heads of the employees.

Of course, there are sometimes things where you have to argue longer in order to take the staff with you. Especially when it comes to higher economic risks, not everyone is aware of what might be required in five years' time if I foresee a certain development today. The staff member is more involved in her daily business, but I can still try to include her in an informative way and show her my perspective and possible developments. We always manage to do that. You have to invest some time in it, but it makes a lot of sense.

In general, if the company is stable and generates profits in the long term, it is not ruled out to bring long-time employees of the company into an ownership structure, i.e., to participate in the company.

C4 Negative aspect: prevention of the works council

Report question

So far, there have been no efforts or requirements in this direction, two of our employees are "staff supervisors". There are no legal proceedings with employees.

D1 Ethical customer relationship

Mandatory indicators

- Overview of budgets in marketing, sales, advertising: Expenditure for measures or campaigns for marketing/sales budget 180,000 €
- Type of payment for sales staff: Fixed payment, later possibly bonus payment if budget is exceeded.
- Internal turnover targets on the part of the company: No
- Share of turnover in % of the product portfolio purchased by disadvantaged customer groups.
- Selection of our employees according to sustainable aspects, resulting in an ethically correct and authentic customer relationship.

As already mentioned, we have received several awards as Germany's most sustainable hotel and have been balancing our CO2 consumption since 2013. The adoption of the CSR Directive in March 2017 by the German Bundesrat obliges all companies with more than 500 employees to prepare sustainability reports and CO2 balances. In Germany, there are around 800 companies and across Europe 6,000. We can make these companies an innovative offer with our climate-neutral events.

If conference customers use the CO2-neutral event ticket offered by Deutsche Bahn, their journey to the event is also climate-neutral. Due to a framework agreement with CO2OL, we can hand out this certificate to every meeting company or guest staying with us on departure. The first company in early summer 2017 to which we were able to hand over our certificate was "BioCompany", which held its strategy conference here. The certificate is on the one hand a nice give away, on the other hand an economic advantage of possibly several hundred euros.

In addition, this also raises people's awareness of the issue of sustainability. In this respect, we also gain new customers through the topic of sustainability, which we have been consistently implementing for a long time. In general, our actions are not based on achieving the highest possible economic benefit, but rather on covering the costs and ensuring that the company and, above all, the employees are doing well. And that our guests get added value from their stay here with us.

In the conference area, for example, a room costs 99 euros including breakfast + VAT. We are a four-star-plus hotel, so for the fact that we are also an organic hotel, this is a very good and acceptable rate. You can see from this that profit maximisation is not our focus.

Since we built the hotel extension, we have voluntarily built three barrier-free rooms, although this was not a requirement from the authority. We have a publicly accessible barrier-free toilet and one in the conference area. The main conference area is also barrier-free. Although there are many different intermediate levels in the building, we have installed a lift there so that wheelchair users can participate well in the meetings. We also make sure to put events in the barrier-free rooms where necessary, because we also have some conference rooms that are not barrier-free due to listed buildings.

D1 Negative aspect: unethical advertising measures

Report question

Of course, no unethical advertising measures are carried out.

D2 Cooperation and solidarity with fellow enterprises

Mandatory indicators

- Without exception, we regard all our suppliers, from the farmer or brewer, but also from the technician or framework programme manufacturer, as our valued cooperation partner. If, for example, a cooperation partner is in debt, we also pay in advance, and if he has employee problems, we help with replacement solutions. We not only see our company as a living organism, but also fully involve our suppliers.
- What percentage of time/turnover is spent / achieved through collaborations with the following companies:
 - Companies addressing the same target group (also regional): 15% "Grüner Ring e.V." (board chair), 10% through certified partner hotels
 - Companies in the same sector that address a different ZG regionally: a further 20% through "Unternehmensgrün", "fair®ional", "bioland", "demeter"
 - Companies in the same sector in the same region, with a different ZG: another 20% with "green pearls", "wellness Fritzen", individual hotels, LAG (Vice Chair)
- In which of the following areas is the company involved? (Number: x/3)
 - Cooperation with civil society initiatives to raise ecological / social / qualitative industry standards: Bund deutscher Naturschutz, Förderverband ökologischer Landbau, CO2OL, Leonardo da Vinci Campus, Unternehmensgrün, fair®ional,

- Fairtrade, Campact, Grüner-Ring.berlin, Tourismusbeirat Brandenburg and Aktionsgemeinschaft Havelland LAG
- Active contribution to raising legal standards within the industry (responsible lobbying) takes place within the framework of our activities at certified, Unternehmensgrün, grüner-Ring,
- Cooperation in initiatives to raise the ecological / social / qualitative standards of the industry take place in all the above-mentioned associations, societies, institutions. Cooperations, we are usually active there as well.
- How many manpower / employee hours were given to enterprises
 - of other sectors in order to support fellow companies in the short term? e.g. Grüner Ring, VBT e.V. two employees, as well as countless hours of management time
 - of the same industry to support fellow companies at short notice? e.g. three months of employees at Holiday Inn Schönefeld, as well as countless management hours
- How many orders were placed with co-enterprises?
 - of other sectors in order to support the co-enterprises in the short term? This applies to all suppliers and cooperation partners, i.e. 100%.
 - of the same industry to support fellow companies in the short term? Until 8% e.g. Schloss Liebenberg, Congress Hotel Potsdam, Excellente Lernorte, Lavendelhof, Hotels Baggernpuhl and Bollmannsruh
- What is the total amount of funding that has been allocated to companies?
 - other industry was passed on to support the co-enterprises in the short term? Approx. 40%
 - of the same industry were passed on to support fellow companies in the short term? Up to 8%

I am very broadly organised as a networker. We are members of the "fair & regional" association, UnternehmensGrün, Green Pearls® (an association of hotels that operate sustainably worldwide) and I myself am the chairman of the board of the MICE Network Brandenburg, which unites about 30 hotels in Brandenburg that are subject to high quality standards and are service-oriented, quality-conscious, regionally anchored, nature-loving and sustainably certified. In this respect, I work there on a voluntary basis for all these hotels to continue to make Brandenburg known as a conference location. I don't earn anything from this, but let other companies participate in our success. Because we are not only a lighthouse project in Brandenburg, but through our commitment we are now known throughout Germany and even on a European level.

D2 Negative aspect: Abuse of market power vis-à-vis co-enterprises

Report question

Can the company confirm that damaging, discrediting behaviour towards fellow companies will be completely refrained from? Definitely this confirmation can be given.

D3 Ecological impacts from use and disposal of products and services

Reporting issues

- What is the environmental impact of the products and services, in absolute terms and compared to existing alternatives with similar benefits? :
The company has been accounting for CO2 consumption since 2013 and is continuously optimising its use and disposal of products and its service. e.g., we have reduced our fresh water consumption to 25% of a comparable but non-sustainable hotel through consistent rainwater harvesting and an in-house water pressure boosting system in combination with regulating valves and aerators.
- Which strategies and measures are used to reduce the ecological impacts caused by the use and disposal of the products and services?
See below for the total of sustainability measures.
- How are consistency, efficiency and sufficiency anchored in the business model? :
External recurring audits and reporting obligations, e.g., in the Sustainability Code, at certified or via Co2OL, show the deep anchoring in the business model.
- Through sophisticated, intelligent communication on the topic of sustainability to the customer/guest without getting on their nerves, we promote moderate consumption and a sufficiency-oriented use of our services.
- Moderate use is promoted in communication with customers, e.g. through the axe in the hotel lobby, the reference to discarded food at the breakfast buffet, discreet references to foregoing air conditioning or the rainwater-rinsed lavatories.

When we started to expand the hotel to have more capacity for overnight guests, I didn't actually want to build the most sustainable hotel in Germany, but I thought about it and used all my know-how as a general contractor for the renovation of old buildings to build a building that would cost as little money as possible during the operating phase. This turned into the first organic hotel in Berlin and Brandenburg, which is now the greenest hotel in Europe.

We produce more electricity via a huge photovoltaic system installed in a listed building than we consume ourselves in the hotel. We heat with two woodchip heating systems, each with 500 kilowatts of heating capacity. These are heating systems that work with shredded wood. We have 12 ½ hectares of our own forest, so that half of the biomass we need for heating over the winter grows in our own forest.

It bothered me that in Germany you have to pay money when it rains, so we started collecting all the rainwater in cisterns. We now have a 160 cubic metre rainwater reservoir and have laid another 2.5 km of extra pipe. All 300 toilet facilities on the estate run on a secondary water system. For example, we already save 50 percent of the fresh water costs alone.

We have electro smog-reduced rooms and use organic bed linen, organic cosmetics and organic terry cloth. This is also all fair-trade. The carpet we laid in the hotel hallway can be taken directly to the sheep pen for feeding after seven years, when it has expired, because it consists of almost 100 percent maize.

In our hotel rooms, solid planks made of oak are laid on the floor. But the planks are not cut straight, but as crooked as the tree has grown. This saved 20 percent waste during production.

We get our beds in the hotel from the only one of the top ten mattress manufacturers in the world that makes its beds sustainably. This is the company COCO-MAT from Greece. We have all the beds and sofas in our organic hotel from this manufacturer. We are the first hotel in Germany to use these beds on a large scale, which is why we got a good price. The normal price for this hotel double bed is 4,000 euros, which is 8 times what a normal hotel box spring double bed cost. But we have chosen to use these beds that benefit people with back pain and problems. We also have guests here who spend 300 days a year in other people's beds. When such people say at the farewell that they think it's great what we do here in general, but that our beds would surpass all that, then that is of course something that *"runs in like organic butter"* for a hotelier. If such guests also buy our beds afterwards, then that is a very special additional praise.

We have our own water pressure boosting system with valves and controls, connected to aerators, which are also installed at the water taps. Thus, we have an optimal air-water mixture and a completely optimised, extremely low water consumption, which results in 25 per cent water consumption of a similar non-sustainable hotel. We also wanted to clean our waste water ourselves. But that didn't work out because municipal laws in Germany require us to connect to the public sewage treatment system. We found this very unfortunate, but it cannot be changed at the moment.

At the moment we are thinking about having our own water supply, because we have a water source on our own property. This has an increased iron and manganese content, but this can easily be filtered out. Therefore, I am confident that in 2021 we will manage to switch to our own drinking water supply, so that we will no longer need the organic water from Bavaria, which is transported here over many hundreds of kilometres.

We use large containers and carry out waste separation, so we are very broadly positioned. We are also a Certified Green Hotel. For this certificate, 100 question points are asked in the area of sustainability. Out of 2,500 possible points, we have achieved 2,430 points. This makes us by far the only hotel to score in this range.

Surplus food, or food with expired best-before dates that we are no longer allowed to sell, goes to the Nauener Tafel for the socially disadvantaged. We also work together with workshops for the disabled.

As mentioned above, a reduction in our meat consumption took place with a simultaneous increase in turnover. We achieved this by completely changing our buffets, for example. There used to be a light meat, a dark meat and maybe a fish with it and the side dishes made a vegetarian dish. Today we do it like that: there is only one meat or one fish, if at all. In addition, there is a vegetarian dish and, if desired, something vegan.

The biggest impact came from the fact that we changed all our appetisers and finger foods almost completely to meat-free versions without the customers noticing much. The spread, for example, was no longer a veal liver sausage, but a vegan spread, which the customers liked at least as much. This allowed us to achieve an extreme improvement in this area.

Of course, there is always the question of communication. How do you communicate your sustainable behaviour to a guest without getting on their nerves? This is a very big concern for us, because we want to do it in a rather reserved way with a certain understatement. We thought about how best to reach the guest who arrives here for the first time and checks in, and how best to provide them with information on this topic. In doing so, we realised that it is still too early at the reception, because there the person arriving only wants to know what his room number is, when and where breakfast is served and where his meeting room is located. That's all they can remember at that moment. That's why we only have one large screen in the reception area, on which we show a little bit of the topic of sustainability, for example with animals that are processed here or with plants. But we have noticed that when the guest has his key and he is on his way to his room, we can intercept him with factual information. In winter, when there is a lot of heating, we have a big wooden block in the lobby with an axe hammered into it. Around the log are logs and the wood chips we use for heating. Next to it is a large sign that says in two languages (German and English), very large: "HALT! HOLZ HACKEN..." and smaller, so that the guest has to stop to read it: "... you don't have to yet." Then there is the opportunity to explain to the customer the way our heating is done, namely with our own forest and wood chips. As a result, you don't see a guest walking on without a grin on their face. That is the kind of communication of sustainability that I find great.

I don't think it's so great to communicate with the guest in such a way that the guest is basically beaten to death, i.e., where I say "Look, here I do it sustainably and there and there too...". - that is not really effective.

I am most pleased about guests who repeatedly come to us and tell me how comfortable they feel here and that we have encouraged them, for example, to buy a rain barrel so that they can also water their garden with rainwater. Then I always tell them that this is wonderful and that the first step is always the most difficult - but above all that they should stick with it.

I find it particularly great that there are now two initiatives from the staff circle, a kind of small competition between the event/sales team and the hotel team. Both have independently said that they want to become a paper-free hotel sale and a paper-free hotel respectively. Both teams are now working on this. For example, the offers generally only go out by email at our hotel, it is all processed electronically. There are hardly any paper printouts anymore. Invoices are also created electronically. In the meantime, this also applies to the hotel. The guest is shown his invoice on a tablet and if he agrees, he receives it directly by e-mail. So, as a rule, the customer does not receive a paper invoice unless he expressly insists on it. We have also done away with the hotel A to Z in the rooms, which is now only available on our TVs, because we have now converted them to Smart TVs.

D3 Negative aspect: deliberate acceptance of disproportionate ecological impacts

Report question

Can the company confirm that there is no deliberate acceptance of disproportionate ecological impacts? Yes, this confirmation can also be given in good conscience.

D4 Customer participation and product transparency

Mandatory indicators

- Number of product and service innovations with socio-ecological improvements that have been developed through the participation of customers: There is a well-organised and trained (Service Q) quality and complaints management with the requirement of very short-term reaction and integration of customer wishes and evaluations on all common evaluation portals, but also facebook, instagram or linkedin.
- Customers are continuously surveyed and asked for their assessment. Very concrete improvements by customers were: Free high-performance WiFi coverage (which we had previously refused because of possible electrosmog. But this was not sustainable in the long run), the use of Smart TVs for a future paperless hotel, mosquito protection on all windows, the introduction and use of new conference formats or the introduction of conference telephones, handover and takeover protocols are just a few examples.
- The proportion of products with declared ingredients is 100% for foodstuffs and, like all catering providers, we are subject to a duty to declare allergens. We point out our organic bed linen, organic terry cloth, organic cosmetics, everything also fairtrade or our edible carpet, breakfast and event buffets are generally labelled with regional or organic references or homemade recipes.
- We disclose our fixed costs, currently €320,000/month, conference packages with content details, conference and wedding offers completely transparently, which is sometimes too much for the clients: "Well, I didn't want to know that exactly".

We have many guests who give positive feedback. When Siemens recently met with us on the topic of energy, I had a conversation about energy efficiency and what else could be done. The Siemens employees said they were currently working on a completely new battery storage system. Now these employees have been made redundant because Siemens is incomprehensibly cutting back this division and we have helped these employees to become independent by giving them the contract for our project "Energy Self-Sufficiency for Landgut Stober. They are now continuing to work on the battery storage system. Because our photovoltaic system produces quite a lot of electricity. The only problem is that some of this electricity is fed into the public grid and then we take it back from the grid in the evening. But if we had sufficient storage capacity plus a solution for the electricity peaks, we could actually make ourselves self-sufficient and would no longer need the public grid for the hotel.

We want to put another PV extension on the planned hotel extension, which will then supply about 600,000 kilowatt hours per year. With this amount of electricity, we could be able to cover a very large share of our own electricity needs ourselves. That is the goal we want to achieve: Energy self-sufficient with 15,000 square metres of floor space!

Among other things, we have a free electric filling station powered by the photovoltaic system, i.e. a filling station for electric vehicles. Guests who come to visit us can use it free of charge and are also made aware of it. We are also mentioned in various electric vehicle blogs.

Our CO2 balances are published in the hotel and soon also on the relaunched website. Certifications or reports from third parties (bioland, Ökop-Zertifizierungsstelle or Co2OL) that

audit us are also always made publicly available there. It is interesting to note that the CO2 balance we draw up always shows the same compensation value, despite increases in turnover due to the improvements we achieve. In fact, the value of the compensation of what remains at the end of the year in terms of CO2 consumption has been only between 2,000 and 3,000 euros for three years. This is not much for the size of our floor space of 10,000 square metres, if you take as a comparison that the CO2 compensation for a normal curry sausage stand in Berlin would have approximately the same price. That already shows how strongly we are represented in this area.

I also give lectures on sustainability in tourism. When I say that we are the most sustainable hotel in Germany, I am often confronted with three prejudices against sustainability. The first prejudice is the comment *"oh, you are eco"*, the second *"oh, and what do I have to do without?"* The third prejudice is *"well, um, now it will certainly be expensive"*. Of course, none of this is true. Our guests don't have to wear home-knitted socks or walk down to the lake in the morning to pick nettles so they can have tea. They get it all the same. You don't have to do without anything here.

The only thing we do without is air conditioning, because we simply don't need it yet. The essential argument, however, is the economic argument. Contrary to most people's expectations, our hotel is not expensive at all. We sat down together in November 2016, updated all the figures and were surprised to find that the sum of all sustainability measures gives us an economic advantage. We are 4.6 per cent cheaper than if we didn't do everything we do with sustainability in mind. For example, our woodchip heating system saves us 60,000 euros a year.

D4 Negative aspect: no identification of hazardous substances

Report question

The company confirms that the products do not contain any harmful substances that could harm customers or the environment and that no harmful side effects occur when the products are used for their intended purpose. A declaration of hazardous substances is not required because none are used. Operational data is prepared transparently for customers.

E1 Meaning and social impact of products and services

Mandatory indicators

Share of type of benefit in % of the total turnover:

1. needs met
 - cover 80 % of basic needs
 - Status symbol/luxury: no, 0 %
2. serving development
 - of people 75-80 %
 - of the earth/biosphere 75-80
 - solves 80 % of social/environmental problems according to UN development goals
3. benefit of the products/services:
 - multiple benefit/simple benefit 80 %

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- inhibiting/pseudo-benefit 0 %
- negative benefit 0 %

I always say: *"We are not X hotel on Lake Y, where you can hold an event in any back room. Where the conference customer has already forgotten what actually took place in the room by the time he leaves the conference hotel."* We are a conference hotel with 25 individual conference rooms. The two largest rooms can hold 700 people in concert seating, and in the smallest room, for example, the sustainability management of Coca Cola sometimes meets to discuss the topic of sustainability in their company.

The increases in turnover over the last five years - we have increased by at least 20 per cent to 46 per cent every year, so we have an extremely dynamic development - is proof that the business model we have is wonderfully received by the customer and the people.

We are a historical conference venue with many backgrounds: as mentioned above, the Kreisau Circle met here several times. In addition, we are in a place that was shaped by the Borsig family. This family has been incredibly present in the field of sustainability for 175 years, and sustainably on the estate for 150 years. The company's founder August Borsig was the first entrepreneur in the world to introduce a factory-based social system. And the first with a factory-owned bathhouse for the hygiene of its employees.

In 1866, Albert Borsig, Berlin's largest employer, bought the estate with an extension of almost 3,000 hectares, i.e. 30 million square metres, and at the time had the vision of supplying his factory canteens with home-produced food.

For communication and logistics, a carrier pigeon station was built, a postal station and its own railway station on the self-built railway line to Berlin.

He built a cattle barn that was air-conditioned with biomass and cooled with a positive pressure negative pressure air system.

In 1908, an artificial irrigation system was built in a closed circuit to produce vegetables and herbs. And a water reservoir, so that the estate already had running water everywhere.

Ernst von Borsig senior, was head of the German employers' associations and was personal friends with the top trade union boss of Germany in the late 1920s. Both worked on a social partnership of workers and employers. Unfortunately, these ideas, which are highly topical today, were somewhat lost during the Weimar period.

During the Nazi era, Ernst von Borsig junior was then the head of the estate and head of the food and agriculture group within the Kreisau Circle, which then held several conspiratorial meetings on the estate.

Since, as already mentioned, the topic of sustainability has always been at home here, it is also lived by us. This is the spirit that Landgut Stober has today - this special atmosphere that is also reflected in every guest.

I offer our guests guided tours where I tell the whole history of the estate and this background. In addition, I convey to them what the topic of sustainability means in terms of social relevance, but also for the individual.

In 2013, we had the University of Potsdam conduct a survey among our guests and among our potential future guests, and it turned out that even then 25.1 percent of the customers booked us explicitly because of our sustainable orientation. This is the highest value in Germany. In the meantime, this value has developed significantly further. This is where the

leading DAX companies and globally renowned companies come together on the topic of sustainability.

As reported above, we are now writing to all 6,000 large companies in the EU offering to hold a conference here in Germany that is CO2 neutral.

The topic of sustainability and the conscious use of resources is actively addressed here, from the individual to the company, and activates people to question things and look for the better way.

E1 Negative aspect: inhumane products and services

Report question

The company confirms that none of the listed inhumane products or services are produced or sold. We do not have anything like that

E2 Contribution to the community

Mandatory indicators

The following question scheme does not fit the atypical operational situation at Landgut Stober, because for the reporting year 2016, significant turnover but no profits were generated. Therefore, the estate would fall negatively through the GWÖ assessment grid, e.g. because: no profits = no income taxes. This gives the completely false impression that the estate is avoiding its tax burden to the detriment of the community, but the opposite is the case.

Because Landgut Stober has been making a significant contribution to the community for more than ten years: After all, 60 full-time jobs were created out of nothing and an additional 150 seasonal or part-time employees and freelancers also make a living from Landgut Stober. The employees always received their wages in full and on time - even in times of crisis. All statutory social security contributions were also paid punctually and in full. Furthermore, the accrued turnover taxes are also paid punctually and in full. We consider this a matter of course.

However, building up a business like that of Landgut Stober requires an incredibly long start-up period, so that only in 2017 (in the eleventh year of operation!) was a real profit achieved, which had to be used almost entirely for the repayment of short-term loans with Triodos Bank - however, we were able to use about € 30,000 for a voluntary company pension scheme for all employees. The result for 2018 will be similar, according to the current figures. All short-term loans could then be repaid.

After that, the company's profit distribution system is applied: 20% goes to charitable enterprises, 20% to the employees in the form of higher wages/salaries or social benefits, 40% is reinvested in the company to secure and maintain jobs, 10% for special repayment of long-term loans and a maximum of 10% to the owners.

Net turnover 2016: 3.650.000,-€ ; 2017: 4.650.000,-€

Net tax ratio, in which the following contributions are to be included:

- Effective income tax incurred in 2016: 0, because €13,611 loss before tax, but €424,000 from income tax and trade tax in 2017.
- payroll-related taxes and employers' social security contributions are not incurred, as the employers Tanja Getto-Stober and Michael Stober have waived a managing

director's salary in favour of the employees and the company for 18 years. Hopefully this does not lead to a point deduction!

- Total wage tax and SI contributions of salaried employees in 2016 = €618,240, in 2017 = €671,400.
- There are no company-related subsidies and grants = 0

These net charges €618,240.00 in 2016 (€1,095,400.00 in 2017) are related to the reported value added (profit before tax = €-13,611.00 in 2016, €510,000.00 in 2017) plus interest on borrowings = €0.00 plus income from rents and leases = 0).

For 2016, this results in € 618,240 in relation to minus € - 13,611, i.e. a relative net levy ratio of higher than 618,240. It cannot therefore be shown.

This results in a ratio of €1,095,400.00 to €510,000.00 for 2017, i.e. a relative net tax ratio of 2.14.

The question of monetary, voluntary services to the community minus the share of operational benefits of these services is very difficult to answer for the estate, because the entire enterprise is not geared towards profit, or profit maximisation. If profits are made (as in 2017), there is the aforementioned appropriation of profits.

Thus, all activities of the estate are provided for the benefit of the community or the common good.

Or at least 90%, if one wanted to consider the distribution of profits of 10% to the entrepreneur as not being oriented towards the common good. But that would also be too short-sighted, because everything of this 10% that is not privately needed for the livelihood of the family with seven children is sensibly returned to the monetary cycle in a sustainable way. In addition, one would have to examine what portion of the 10% is used privately but still spent sustainably, e.g. on organic food, textiles from sustainable production or green electricity from the EWS.

In the meantime, we have created 60 full-time jobs and have about 150 seasonal workers. We are hard-working tax payers for all types of taxes and of course salary payers and pay all legally required social security contributions - like (almost) every company in Germany, by the way.

We are now a company that has fixed costs of 320,000 euros every month, which always has to be raised first. At the moment, we no longer receive any ongoing support.

We also have a cultural, social, ecological and economic responsibility. We do many events in the cultural field that are, so to speak, aimed at the region. These include concerts or our two-day Advent market in December, where we have regional producers with small stands and the theme of sustainability always resonates. For example, there are handicraft activities for children and we involve the church.

Externally, we are also represented on the topic of social engagement. For example, we are an active member of "Campact", because we support such organisations and donate to them. We generally have the philosophy that at least two tenths of the profit goes to charitable organisations or organisations for the socially needy.

Through our activities, which are widely reported, we take others with us. In the meantime, we are represented in all trade publications when it comes to the topic of sustainability in the hotel industry or tourism. My statements are often quoted there, for example on the implementation of sustainability. There, the impact is not directly measurable, but only indirectly.

Ten years ago, when we installed our first woodchip system, I was laughed at by my hotel networkers because they thought wood heating systems were long outdated and backward. I am glad that I installed them nevertheless, because, as already reported, we save 60,000 euros - 50 percent - in heating costs per year with this way of heating. In the meantime, two hotels from this network have also replaced their heating systems with woodchip systems. Something like this is a direct confirmation.

But there is also a lot of positive feedback from private guests and companies. dena meets here often, or econsense, PI Europe with Otto Scharmer or BSR, all of which are very active in the field of sustainability. These companies are happy to be inspired by us and we can often show them new things that they hadn't thought of before. In this respect, there are also affects that you can actually see in fact.

We have established a very clear controlling system. On the one hand, we check our suppliers, but we also have very clear rules and very clear controlling with regard to our employees. There is a four- to six-eyes principle for cost, money and liquidity flows, so that things like corruption or illicit money don't happen. I know tax problems through my restructuring activities and I know how the tax authorities can act. That's why we want to avoid problems from the outset.

E2 Negative aspect: illegitimate tax avoidance

Report question

It can be ruled out that the company engages in any practices that serve the purpose of illegitimate tax avoidance or that deliberately deprive the company profit generated of correct taxation and thus of the common good.

E2 Negative aspect: lack of corruption prevention

Report question

The company can confirm that it does not engage in any pro-corruption practices itself, that it is committed to fighting corruption and that all lobbying activities have been disclosed.

E3 Reduction of ecological impacts

Mandatory indicators

Relevant environmental accounts are to be reported according to the company's field of activity: see CO2OL Balance Sheet

- Emissions of climate-impacting gases in kg = 329,774 kg Total
- Transport (and its CO₂ equivalent) in km or = 45,132 kg (24,876 cars + 7,965 public transport + 8,093 material delivery + employees car 1,412 + employees public transport 0.026 + flights 2,760)

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- Petrol consumption (and its CO₂ equivalent) in litres or = see transports, already recorded there
- Electricity consumption (and its CO₂ equivalent) in kWh or kg = 0.0kg
- Gas consumption (and its CO₂ equivalent) = 49 kg
- Heating energy (in relation to the respective average temperature) in kWh/°C = 40,716 kg (our 12.5 ha own forest area is unfortunately not counted!!! Otherwise, the emissions would be halved. After all, it is completely renewable energy.
- Consumption of drinking water and rainwater = 1,650³ drinking water + 1,100^{m3} rainwater. We were prohibited from having our own wastewater treatment.
- Chemical consumption (toxic, non-toxic) in 600 kg (ECOLAB, eco-degradable)
- Paper consumption = 595 kg (WC, A4, A3, advertising material, menus, etc.) generally eco/recycled paper
- Use of other consumables e.g. 60 kg of cut flowers, 26.5 t of laundry washed by others, approx. 20.5 t of self-washed laundry
- Artificial lighting use in lumens, kWh, not recorded, 80% LED luminaires
- Pollutant emissions in kg, none known

The respective measured values should be converted to operationally relevant parameters (e.g. kg CO₂ per employee = 329,774 kg ./ 150 full-time equivalents = 2,198 kg or related to turnover = 329,774 ./ 3,650,000.-€ = 0.09). The references can then be used to check the achievement of the "reduction" target.

We look at emissions for any event, including sound. For five years, we haven't had a single complaint from residents to the authorities. For example, we generally refrain from fireworks. There are other alternatives nowadays. We not only comply with the legal requirements, but exceed them.

We involve the residents in what happens here. For example, residents have discounted prices at the Advent Market. We often hold meetings with the 14 residents living directly next to the market to get feedback. There have been no complaints for five years.

We want to change the water consumption to the above-mentioned own water supply.

We want to optimise our energy consumption through the battery storage system that we also mentioned earlier. We get the electricity we use from EWS. This is the first citizens' initiative in Germany that has bought public power plants. I've known the Sladek family for years and think it's great what they're doing. We have switched all our apartment buildings to EWS and told the tenants so. A small area still runs on E.ON edis, but I only do that because they meet with us more often. There, too, we have chosen the environmentally friendly and nuclear-free option.

Our consumption data is published via the carbon footprint that we draw up every year. In the meantime, this has also reached the employees. We don't have as much effort as we used to, but the delivery notes are filed correctly right away and what we have is recorded. If I take everything together, the effort for us to draw up such a CO₂ balance and to get all the data together is three to five man/woman days.

In addition, we are one of the first tourism companies to be published in the DNK (=German Sustainability Code), where you can read everything very extensively. Since I did this myself, it took me about three weeks of time. It was really extremely labour-intensive. It also included all the GRI indices, what we fulfil and where there might still be problems. Here, too, you can see that we are relatively far ahead in this respect. See also the comments on D3.

E3 Negative aspect: Violations of environmental regulations and inappropriate environmental impacts

Report question

There are no known violations of the environment or environmental regulations; on the contrary, the estate stands as a beacon project in terms of sustainability in Brandenburg and Germany.

E4 Transparency and social co-decision

Mandatory indicators

- Publication of a common good report or equivalent social reporting takes place in several ways via DNK, Co2OL, Certified Prüfbericht, Bioland audit and in future via the GWÖ balance sheet.
- In addition, we make our social commitment clear through advertisements of corporate green, green pearls, excellent places of learning, fair®ional, fairtrade and thereby encourage social engagement and co-decision-making.
- Our supply chains (who supplies us, who doesn't?) and producers (joint decision-making by examining the production processes and the quality of the products in the team), i.e. the entire supply chain but also the production processes (customer involvement through e.g. cooking courses or individual nutritional advice) are made transparent with us.

We are firmly convinced that sustainability plus transparency automatically leads to the common good. If I act sustainably - ecologically, socially and economically sensible - and then make all production processes and cash flows transparent right down to the bottom, then my actions will automatically be oriented towards the common good.

- The share of co-decision-making by the contact groups is very high with us. We have very high feedback from customers and guests about their decision to host an event at Landgut Stober. With over 50,000 guests per year, we have a maximum of 25 to 30 negative evaluations per year and a multiple of positive feedback. Assuming that most positive customers do not write anything, but most negative ones do, a result just short of the socialist 100%. These are, without exception, customers who clearly make their social decision in favour of our sustainable project.
- Many of our customers come back again and again and tell us that we have inspired them to question their own behaviour and to become more sustainable. The following dialogue is typical: "Mr. Stober, we also bought two rain barrels last week and now only

water our garden with them" and I reply, "Keep up the good work, the first step is the hardest". And I give further tips.

For years we have been audited by the VDR as a Certified Conference Hotel, Certified Event Hotel and Certified Green Hotel.

In the area of sustainability, we are the hotel with the highest score in Germany - 2,480 points out of a possible 2,500.

In the event sector (2,436 out of 2,500 points) we also achieve the most points in Germany. All technical requirements are approved and checked by third parties, so that customers can be sure that they will not arrive at a location where they have to check whether there is enough electricity etc. themselves.

We have close contact with our customers, both with the guests and with those who book events here. In some cases, this also extends into the private sphere, so that a real "we-feeling" has developed among our regular customers. They know what we do, we know what they do - so we have a similar philosophy and know that it goes in the same direction.

But we also have the possibility for the staff to communicate directly through a questionnaire and give feedback. This way, he/she can tell us what he/she liked and what he/she didn't like. This is currently being converted to an electronic version.

This gives us a direct line to our customers, guests and staff, most of whom complained about the small televisions, for example. We have now replaced them with larger models, but at the same time we have also launched the "Paperless Hotel" campaign. In this respect, we react very clearly to comprehensible points of criticism (see quality and complaint management). Fortunately, most of what we do is accompanied very positively.

We are always questioning ourselves and when suggestions come from outside, we always enter directly into dialogue and try to implement them in the interest of our customers.

E4 Negative aspect: Promotion of intransparency and deliberate misinformation

Report question:

Of course, it is completely out of the question that we spread false information of any kind; that would contradict all our principles of transparency.

Short-term goals

What short-term goals are you pursuing in the implementation of the common good economy (period 1-2 years)?

It is a clear commitment to a different, new entrepreneurial way of thinking. This is exactly what our society urgently needs.

Long-term goals

What are your long-term goals for the implementation of the common good economy (period 3-5 years)?

This new entrepreneurial thinking is a great opportunity for society, because in the course of transparency via social media, all free riders will be unmasked. Who is doing something for society, for the general public, with their actions? They should also be rewarded economically so that they can do better, change things or conditions for the better.

EU Conformity: Disclosure of non-financial information (Eu COM 2013/207)

In May 2014, the EU Council of Ministers approved a directive that still needs to be transposed into national law. The information to be disclosed (mandatory for 500 employees or more) is as follows

- Description of the business model. What is the purpose of the company, how is it useful for customers, how are profits generated?
- What policies does the company have in place to ensure due diligence on **environmental, social and labour issues, respect for human rights and anti-corruption**? XXXX DNK already published in 2015
 - What are the primary risks of the business processes in these areas?
 - What are the primary risks of business relationships, products and services in these areas?
 - How are these risks managed? With what results?
 - Disclosure of relevant non-financial performance indicators

We use the GWÖ reporting standard for the fulfilment of non-financial reporting requirements because the GWÖ reporting standard is universal, measurable, comparable, generally understandable, public and externally audited. In addition, the corporate requirements are published in the Sustainability Code, taking into account the GRI indices.

Description of the process of preparing the common good balance sheet

Who was involved in the preparation of the GWÖ balance sheet/the GWÖ report in the company? Which stakeholders were involved? (Name, position/ connection to the company): Management, entire accounting team, department head level: kitchen director, hotel manager, reception, stakeholders: Joachim Weckmann from Märkisches Landbrot, Katharina Reuter from Unternehmensgrün, TriodosBank, Gerd Hofielen and his team. Thanks for the support and encouragement.

How many man-hours were spent on this?

More than three weeks.

How was the balance sheet/report communicated internally? So far see first question, but should be evaluated in the general meeting when the balance sheet is available.

Date: 11.10.2018