



# Sustainability Report

# 1 Sustainability Strategy Management

## 1.1 Responsibility and commitment

The Cicor Group is a development and manufacturing partner operating globally providing innovative technology solutions for the electronics industry. Cicor offers highly complex printed circuit boards (PCBs) and hybrid circuits, in addition to electronic manufacturing services (EMS), such as microelectronic assembly and plastic injection molding. With 2,217 employees across twelve production sites, the Group supplies customized products and services – design to finished products – from one source.

Cicor places a strong emphasis on sustainability across all levels of the company. The corporate strategy, including sustainability aspects, is determined by the Board of Directors, who also discuss sustainability issues with management several times a year, depending on urgency. Rather than being discussed in a separate committee, sustainability is integrated throughout the company. Results and progress towards sustainability goals are reviewed annually by the Board of Directors and management.

The Annual Report includes a review and approval of sustainability reporting on material topics. Responsibility for economic, environmental, and social topics is clearly defined within the management structure, with those responsible reporting directly to management. The Board of Directors is always available to address stakeholder and shareholder concerns; concerns raised at the Annual General Meeting are handled in accordance with the Articles of Association. In 2022, no significant concerns were raised directly with the Board of Directors outside the Annual General Meeting.

For more details on the governance arrangements, please refer to the [Corporate Governance Report](#).

Cicor is aware that being a sustainable company is a priority for its customers. The Group recognizes that upholding strong Environmental, Social and Governance (ESG) values is paramount to its success, not only to be a responsible corporate citizen but because ESG management is a key partnership criterion for some of its customers. Customers' perceptions of Cicor's ESG practices can impact their decision to place orders.

The guiding principles for thought and action at Cicor are meeting customer expectations, ongoing improvement, and fulfilling relevant legal requirements at all times. Thus, Cicor's corporate policy incorporates all three of these commitments. Fulfilling this aim requires consistent, high-quality services that use minimal resources and support first-rate occupational safety. Therefore, Cicor's quality policy, environmental policy, and health and safety policy are equal components of the corporate policy. Its performance on these priorities is how the Group measures its success in meeting its corporate policy.

Cicor also expects its suppliers to mirror its commitment by executing business operations that preserve the environment, contribute to the social wellbeing of the communities in which they are present and demonstrate accountability and transparency in sustainability performance. Furthermore, the Group seeks partnerships

with suppliers dedicated to continuously improving their sustainability programs, and who share Cicor's goal of zero harm. The health and safety of the public should be safeguarded at all times, while any adverse effects to communities, environment and natural resources must be continually minimized. To this end, suppliers must adhere to appropriate environmental permits and reporting, pollution prevention and waste reduction, hazardous substance management, wastewater and solid waste controls and processes, air emissions controls and procedures, and all applicable laws and regulations regarding materials restrictions. With this shared commitment, suppliers assist Cicor in achieving its sustainable supply chain objectives by continuously delivering price competitive and environmentally sound goods and services.

## Mission statement

As an internationally active company with a strong brand, Cicor generates steadily growing value for its customers, shareholders and employees while offering innovative products and services for a range of technologically demanding applications within the electronics industry. Cicor uses the vast expertise within the company and cooperation across different divisions to keep developing new technologies. The Group strives to be an attractive employer that encourages an open and honest corporate culture.

## Core values

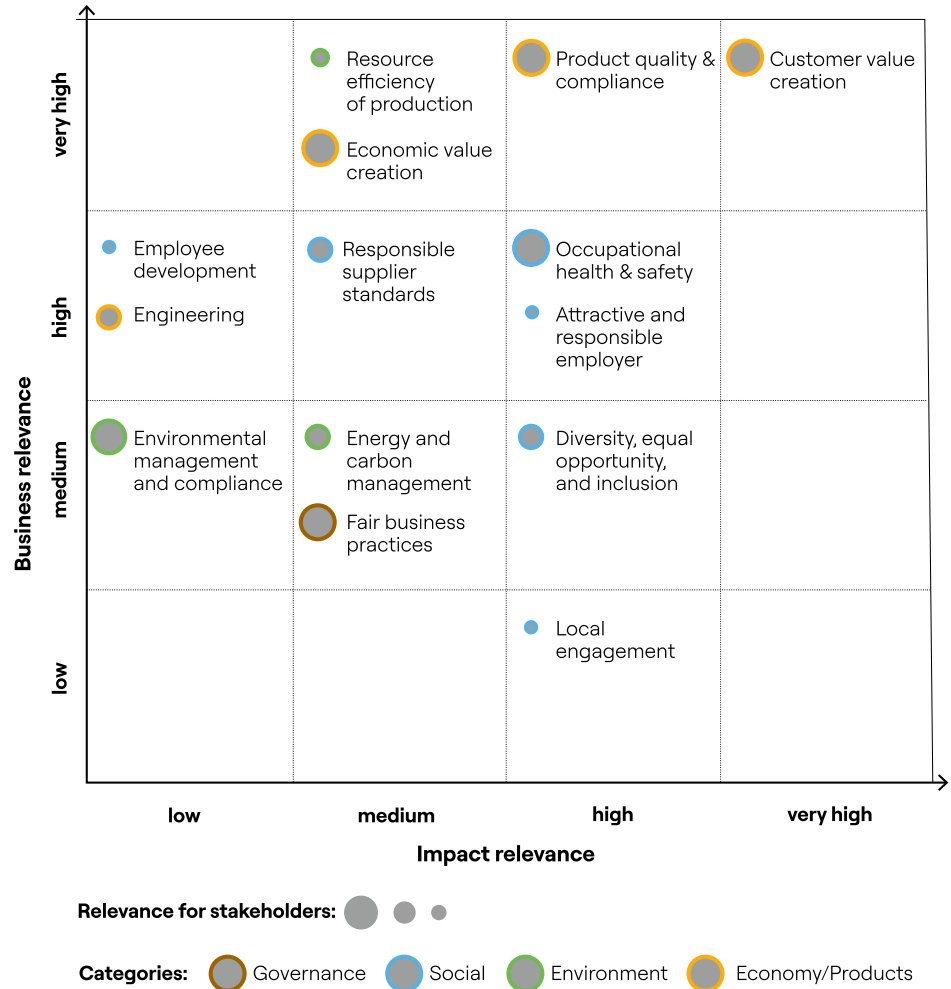
- Intense collaboration and use of synergies
- Passionate and firm commitment to customers
- Meticulous, fast and disciplined execution
- Resolute in obtaining continuous improvement
- Persistent drive to succeed

## 1.2 Material topics

This report has been drafted to fulfill the standards of the GRI Standards. As a basis for this sustainability report, a materiality analysis was carried out in 2021. This process started with an analysis that evaluated a wide range of internal (documents, guidelines, directives) sources and external sources (sustainability standards, industry information, peer analysis). Material topics were those identified by Cicor as important from an internal company perspective and/or from the perspective of external stakeholders, and/or have a significant economic, environmental or social impact. The topics were determined and evaluated in a workshop with Cicor's management. The materiality matrix shows the results of this material topic analysis.



## Materiality matrix



## 1.3 Stakeholder management

Establishing and maintaining good relationships with all stakeholders is essential for long-term business success. Cicor defines stakeholders as individuals or groups that have an economic relationship with the company and/or are affected by the company’s actions. Within the divisions, stakeholders are identified and prioritized through management reviews, SWOT (strengths, weaknesses, opportunities and threats) analysis or specific stakeholder analysis as part of the certification processes. The most important stakeholders include customers, employees, suppliers, and shareholders. Cicor regularly exchanges information with all stakeholders to understand the individual needs of each stakeholder group and identify new developments and market requirements in a timely manner. Depending on the group, this contact takes place in different ways and at different levels, while day-to-day communication is the paramount interaction – that is, regular contact with customers and suppliers, and personal discussions with employees to assess satisfaction and wellbeing. The goal of these interactions is to bring business-relevant issues to light.

## 2 Maximizing Economic Potential

### 2.1 Economic performance

The Cicor Group understands that prolonged planning is only possible when the company is financially stable in the short, medium and long term. It knows that a strong financial position creates flexibility for strategic decisions. This is accomplished by providing customers with high-value materials that enable Cicor to achieve good margins on manufactured products. Furthermore, the Group recognizes that efficiency in tooling management will lead to faster setup and production and that increasing productivity will strengthen the Group's capability to produce more with no capital investment.

Cicor implements a multilevel approach to manage its economic performance. In addition to constantly reviewing prices, the Group analyses requests for quotes (RFQ) in relation to business segment, technology and competitive environment. Cicor also ensures all managers are aware of assets and expenses when making managerial decisions, and share information with key managers in monthly meetings. Key Performance Indicators (KPIs) are in place to monitor the Group's economic performance, including measuring sales performance and Earnings Before Interest and Taxes (EBIT). Cicor also compares its actual production output against planned output.

In 2022, our production site in Arad introduced an internal continuous improvement department. The aim of the department is to identify and implement possible improvements to processes in order to enhance efficiency and resource consumption in the company. The production sites in Bedford and Suzhou, on the other hand, focused on cost control. In Bedford, one of the measures taken was to consolidate customer deliveries in order to reduce shipping costs, while in Suzhou a project was carried out that resulted in cost savings and higher productivity in spare parts manufacturing.

### 2.2 Customer value creation

The Cicor Group is a service provider, and as such, creating value for its customers is a prerequisite for establishing and maintaining long-term partnerships. Customer acquisition is a crucial component of Cicor's business plan – the company works hard to win customers and projects in the medical, industrial, aerospace, and defense sectors, in both production and development phases. Long-term customer retention is then achieved through high production quality and close customer contact. Key elements in value creation for customers include having highly qualified employees, using high-quality materials with high availability at the best possible prices, and committing to technological leadership and continuous process optimization.

To maintain Cicor's position as a market leader, creating customer value by boosting customer satisfaction, improving customer experience, providing additional service benefits, and eliminating wasteful processes are all important. Cicor will accomplish this by shortening delivery times, developing a superior supply chain, and pursuing competitive costs for materials.

Cicor implements growth targets to measure and expand on its value creation for customers. To develop close relationships with its customers, the company ensures customers are listened to and their needs are clarified. The Group emphasizes delivery of goods and services at the agreed level of quality, quantity and timing, while seeking out ongoing customer feedback and responding accordingly.

While Cicor's reaction time continues to be somewhat affected by global issues regarding long lead times for raw materials and availability issues for electronic components, Cicor's services have been maintained without interruption.

Cicor maintains regular alignment with customer requirements throughout the organization by ensuring customer consulting, supplier management and operational excellence. For example, the production site in Bedford held purchasing meetings with customers and worked with suppliers to align on supply chain objectives. This cooperation not only increased customer loyalty, but also led to cost savings for Cicor and its customers.

Cicor endeavors to solve its customers' challenges by helping customers address issues they cannot resolve themselves or by finding more affordable solutions than they can access on their own. The Group increases customer satisfaction by improving efficiency, reducing costs, and upgrading quality, while respecting the relevant standards and laws and ensuring compliance with regulations and rules.

Cicor pushes for stronger customer relationships with better communication and continuous technology exchanges. This can lead to a greater understanding of customer needs and enables more foresight and flexibility. Additionally, the Group is striving to reach its full potential by improving its business selection and introducing a design-to-manufacture approach. Cicor uses customer input for its innovation and development planning, with a portion of its innovation initiatives focused on novel processes and newly available materials.

Progress on Cicor's customer goals is monitored through KPIs, including on-time delivery (OTD), customer complaints, revenue increment tracking, first pass yield and quality reporting, response time, technical competence, product quality and lead time, as well as an annual customer survey. For example, every year the production site in Arad aims to reduce the average number of customer complaints per month compared to the previous year. In 2022, this target was achieved. In Bedford, the rolling twelve-month average for both delivery and quality performance exceeded 99% in the reporting year. This was achieved through customer focus and a culture of continuous improvement. Cicor also takes recommendations from customer audits to improve the company and its services.

## 2.3 Product quality and compliance

Poor product quality harms not only the customer's reputation, it also damages Cicor's. Therefore, delivering high-quality products is a non-negotiable aspect of Cicor's competitiveness. Providing superior performance that meets its customers' expectations is crucial. The Group seeks to perpetually expand its know-how and technological capabilities and develop innovative applications with improved performance from new materials. The Group believes that quality is achieved by processes rather than inspections, and thus has implemented safe working practices as a way to maintain and improve quality control.

Cicor's customers trust the company to comply with their requirements and specifications, while ensuring that products are produced in adherence to all relevant

laws and regulations. In particular, since Cicor is delivering to the aerospace, defence and medical markets, quality is an extremely high priority.

ISO 9001, 14001 and 45001 certifications also reassure customers that Cicor has a well-managed system to ensure high product quality. As part of the certified quality system, all responsibilities are defined and employees must qualify on the required skills, including retraining within a defined time interval. All Cicor's processes are documented in detail and their observance is regularly audited.

The Group has clearly defined work instructions and processes to comply with specifications, as well as an extensive quality management and approval process in the production phase. Cicor's Integrated Management System provides process descriptions, behaviors and responsibilities assigned as per a RACI matrix (Responsible, Accountable, Consulted and Informed). Policies and processes for the handling of chemicals and hazardous substances according to the European Union REACH regulation (Registration, Evaluation, Authorization and Restriction of Chemicals) and RoHS directive (Restriction of Hazardous Substances in Electrical and Electronic Equipment), conflict minerals and other regulated substances are also implemented.

Materials are purchased from authorized sources with quality guarantees. The Group fosters a strong network of material suppliers to maintain its place at the cutting edge of the latest technical trends.

The Group verifies that its product quality and compliance are managed effectively with a series of KPIs, including defect rates, such as parts per million (ppm), number of complaints, and non-quality cost. For some product certifications there are periodic third-party audits. Moreover, suppliers are rated by key customers using a scorecard that covers all relevant business parameters, such as pricing, OTD, technical support and innovation.

Cicor holds monthly management meetings, during which KPI achievement within the ISO 9001/13485 certifications and customer audits is assessed.

## 2.4 Engineering

Engineering is fundamental to the Cicor Group. Around 200 well-trained engineers with interdisciplinary competencies work on customer projects, making the engineering department a unique selling point of the company. In many cases, engineering is the primary entry point for Cicor's customers. Cicor's engineers support the Group's customers in the areas of hardware and software engineering, printed circuit board (PCB) layout and component selection, test engineering, tool design, printed electronics, and process and quality management throughout the entire product life cycle.

Usage of green technology or the level of energy efficiency is largely based on the product design, which is carried out exclusively by Cicor's customers. However, Cicor's manufacturing approach with customers enables the company to positively influence the manufacturability of the products and their production efficiency. Cicor chooses technologies and production methods that use fewer valuable resources, reducing material consumption and minimizing waste, such as the miniaturization of circuits, or consolidating the type of chemicals used in production, using one rather than multiple types of coating material. In addition to decreasing the use of these materials, the Group also reduces dross and reprocessing cost. The implementation of requirements such as energy efficiency and green technologies is verified at the customer project level.

The Group has interdisciplinary teams driving the implementation of new technologies. Cicor constantly evaluates new process materials and methods with continuous improvement programs to reduce scrap rates, increase yield and first pass yield rate, and decrease the amount of wasted materials. As responsibilities and processes are defined during the development phase, the requirements and standards are identified by the customer and are largely their responsibility. However, in addition to this, Cicor conducts in-depth verification of engineering requirements.

For innovation projects, Cicor undertakes milestone planning and monitoring. In the reporting year the engineering pipeline was well-filled, and thus many products were developed and improved. Cicor has noted that its customers' requirements for energy efficiency are increasing, especially in connection with the Internet of Things (IoT) and connectivity.



# 3 Minimizing Environmental Impact

## 3.1 Energy and carbon management

Reducing Cicor's greenhouse carbon emissions not only fulfills customer requirements but also affects the company's reputation within the industry. Increasing the company's energy efficiency and reducing energy consumption and CO<sub>2</sub> emissions also lead to a reduction in costs. As a high energy consumption company, the Group acknowledges its responsibility and obligations in this regard.

Cicor has a number of policies and measures in place that contribute to its goal of becoming a greener company. The Group establishes responsibilities, provides guidance for relevant departments in reviewing energy use, and formulates standards and norms for energy consumption. Among its initiatives, the Group is replacing outdated, low-efficiency equipment, investing in modern, high-efficiency production lines, and maximizing the energy efficiency of buildings by regularly maintaining lighting, ventilation and cooling systems, and using natural light optimally. In addition, in 2023 Cicor will install an additional solar farm on the roof of the site in Wangs, which will allow the site to produce its own energy for the climatization of the clean room. Overall responsibility for energy and carbon management lies with the maintenance and production manager (site manager). The Group tracks its energy and carbon management through specific KPIs, including the consumption of electricity and energy (such as gas and oil) and CO<sub>2</sub> emission levels.

Across its sites, the Group is making progress. In 2022, the production site in Arad completed the installation of a photovoltaic system on the roof of the building to generate climate-friendly electricity and require less energy from the general grid. At Bedford, meters have been installed on all in-house control panels to provide accurate monthly consumption data. This allows for an exact monitoring and evaluation of energy consumption, from which further improvement measures can be derived. The production site in Singapore has moved to a new Green Mark Platinum building which uses significantly less energy. The Green Mark certification system is a rating system for environmentally friendly buildings developed by the Building and Construction Authority of Singapore. In Suzhou, an exhaust gas treatment system for the injection of volatile organic compounds (VOCs) was introduced to further minimize environmental impact.

<b>Environmental Performance Indicators<sup>1</sup></b>	<b>2021</b>	<b>2020<sup>2</sup></b>
<b>Energy consumption in MWh</b>	<b>31 220</b>	<b>32 395</b>
<b>Electricity</b>	<b>26 201</b>	<b>26 185</b>
Of which from renewable sources	7%	7%
<b>Heat</b>	<b>5 019</b>	<b>6 210</b>
<b>Natural gas</b>	<b>3 009</b>	<b>2 983</b>
District heating	2 010	3 227
<b>Total GHG Emissions in tCO<sub>2</sub> e<sup>3</sup></b>	<b>12 999</b>	<b>12 379</b>
<b>Scope 1</b>	<b>611</b>	<b>605</b>
Combustibles	611	605
<b>Scope 2</b>	<b>12 388</b>	<b>11 774</b>
Electricity <sup>4</sup>	12 045	11 223
District heating	343	551

<sup>1</sup> Bedford, UK and Dresden, Germany are excluded.

<sup>2</sup> Due to more accurate data, the figures for 2020 have been partly adjusted by the production sites and differ from the figures published in the last Sustainability Report.

<sup>3</sup> Calculations in accordance with the WRI/WBCSD Greenhouse Gas Protocol guidelines. Scope 1: GHG emissions from combustibles. Scope 2: GHG emissions stemming from the production of electricity and district heating. Sources for emission factors: Defra & IEA

<sup>4</sup> Greenhouse gas emissions associated with the production of electricity were accounted for in accordance with the 'location-based approach' according to the Greenhouse Gas Protocol Scope 2 standard.

## 3.2 Resource efficiency of production

Besides reducing Cicor's environmental impact, resource efficiency helps minimize production costs. Cicor manages the resource efficiency of its production to ensure continuous improvement, with several performance initiatives in place. The Group implements new technologies, minimizes material consumption, lessens technological scrap, optimizes stocks and strictly monitors the expiration dates of received materials and chemicals. Cicor advances the circular economy by selectively collecting waste for recovery or recycling, and also, under contractual agreement, recycles the electronic parts of products for its customers. The Group uses recycled raw materials for injection molding (excluding automotive and medical parts) and sells waste, including unused packaging materials and scrap metal. Cicor has further implemented processes for waste reduction in accordance with ISO 14001. The effective usage rate of raw materials is greater than 98%, while molding yield is more than 99%.

In cooperation with the World Resource Company (WRC), the production site in Boudry has developed and introduced a carbon-neutral process in 2022 for the complete recycling of copper sludge. In addition, wastewater treatment was fully internalized and the recycling of plastic waste was driven forward. Furthermore, Cicor's Excellence 2022 program, which aims to reduce waste and increase efficiency, was implemented globally at all production sites.

Most of Cicor's sites manage resource efficiency of their production with a monthly review of designated KPIs, including water consumption, reduction of waste, recycling, amount of scrap and productivity. Goals are continually evaluated with dedicated teams and action plans.

	2021	2020 <sup>2</sup>
<b>Waste in metric tons<sup>1</sup></b>	<b>623</b>	<b>490</b>
<b>General waste</b>	<b>347</b>	<b>285</b>
Incineration	141	128
Landfill	6	6
Recycling	200	151
<b>Special waste</b>	<b>276</b>	<b>205</b>
<b>Water consumption in cubic meters</b>	<b>77 262</b>	<b>74 770</b>

<sup>1</sup> Bedford, UK and Dresden, Germany are excluded.

<sup>2</sup> Due to more accurate data, the figures for 2020 have been partly adjusted by the production sites and differ from the figures published in the last Sustainability Report.

### 3.3 Environmental management and compliance

The Cicor Group understands the importance of effective environmental management, not only to fulfill its vision of being a more environmentally friendly company but also to comply with local laws and regulations. As a high energy consuming company, with a significant proportion of electroplating and chemical processes, Cicor recognizes its obligation to monitor and reduce its environmental impact. From a business perspective, management of Cicor's environmental footprint saves energy, differentiates the company from its competitors, and reduces costs, in addition to enabling the Group to promote greener activity.

The Group works to limit its environmental impact in line with ISO 14001. All Cicor's sites are ISO 14001 certified, enabling the Group to monitor and reduce its environmental impact and costs. Following the guidelines, Cicor identifies its environmental impacts and controls them through its operations, in addition to pinpointing any risks and emergency situations that could arise. Cicor has instilled a culture of establishing objectives and defining roles, responsibilities, resources and competencies, as well as authorities. The Group adheres to the certification in building and maintaining policies and in its communication. Moreover, the Group heeds the ISO 14001 criteria by acting in accordance with legal requirements, assessing results with audits and improvement programs where new objectives are specified. In 2023, the site in Arad will additionally implement an energy management system following ISO 50001.

The Group wants to further its environmental management and compliance beyond the improvement initiatives in its facilities and practices in order to meet increasingly stringent environmental laws and regulations. Cicor's aim is to determine and fulfill all legal and other requirements regarding the environment where applicable. For this purpose, Cicor has begun to cultivate a company culture of continual communication, training and awareness raising on this topic. In 2022, there were no known environmental violations.

Some production sites have a zero environmental accidents objective. The site in Boudry, for example, is adhering to the OPAM law (Ordonnance sur les accidents majeurs) and the federal program of energy monitoring and saving, in addition to submitting an official annual report to its local environment authorities. The site in Boudry employs a health and safety and environment engineer and two full-time equivalents (FTEs) in its wastewater treatment facility.

Cicor uses KPIs to monitor its environmental management and compliance. KPIs include the number of sanctions from local authorities for environmental infractions, compliance rate with legal obligations, and waste recovery fulfillment rate. Audits are executed and their results evaluated. Further monitoring is accomplished through inspections and test results from suppliers.

# 4 Incentivizing Employees and Productivity

## 4.1 Attractive and responsible employer

The Cicor Group places significant emphasis on creating value for its employees in order to maintain a talented workforce and attract new employees in times of growth. This increases the Group's competitiveness, both in the labor market and at site level, and reduces employee turnover.

Cicor recruits from diverse backgrounds to ensure a constant flow of new ideas, creativity and experience, striving to cultivate a competent workforce with the ability to innovate, respond to change and build on opportunities. The Group is consistently and continuously enhancing its employer brand.

At the heart of Cicor's workforce strategy is improving the capabilities and maximizing the potential of its employees. In Boudry, for example, a new and improved integration program for all new employees was introduced in 2022 in order to foster the full potential of employees right from the start. At the Bedford site, employees not only receive training for their professional development; in annual reviews with their respective line manager, the potential for their personal development is now also analyzed and subsequently realized. Finding the right people for open roles and allowing them to grow meaningfully within the organization has increased productivity and employee retention. Sites report that staff turnover in the Group's offices is low and falls below the industry average for manual workers.

Composition of Workforce <sup>1</sup>	2022			2021		
	Male	Female	Diverse	Male	Female	Diverse
<b>Workforce by employment contract</b>	<b>972</b>	<b>1 213</b>	<b>1</b>	<b>928</b>	<b>1 272</b>	<b>1</b>
Permanent	793	837	1	774	780	1
Temporary	179	376		154	492	
<b>Workforce by employment type</b>	<b>972</b>	<b>1 213</b>	<b>1</b>	<b>928</b>	<b>1 272</b>	<b>1</b>
Full-time	933	1 140	1	897	1 199	1
Part-time	39	73		31	73	
<b>Workforce by category</b>	<b>972</b>	<b>1 213</b>	<b>1</b>	<b>928</b>	<b>1 272</b>	<b>1</b>
Operations	672	1 026	1	644	1 112	1
Engineering & Development	162	32		167	27	
Marketing & Sales	56	33		52	23	
Purchasing	19	47		14	42	
Finance & Controlling	15	41		11	32	
Administration (HR, IT, etc.)	48	34		40	36	



	2022	2021
<b>Workforce by gender</b>	<b>2 186</b>	<b>2 201</b>
Male	972	928
Female	1 213	1 272
Diverse	1	1
<b>Workforce by age</b>	<b>2 186</b>	<b>2 201</b>
< 30	694	762
30–50	1 036	1 047
> 50	456	392

Cicor is also continuously enhancing working conditions to remain competitive and retain qualified employees. In Arad, for example, flexible working hours and the option of remote working were introduced in 2022, while at the Singapore site salary gaps and wages were reviewed. Singapore also started to place a strong focus on diversity and inclusion and to actively promote the mental health and well-being of its employees.

To make the Suzhou site an even more attractive and responsible employer, salaries and benefits for employees were improved in the reporting year.

<b>Fluctuation By Gender and Age Group</b>	<b>2022</b>
<b>Total by gender</b>	<b>-1%</b>
Male	+5%
Female	-5%
<b>Total by age</b>	<b>-1%</b>
< 30 years	-9%
30–50 years	-1%
> 50 years	+16%

Cicor works on a system of flat hierarchies, with decision making in recruitment shared by team leaders, department heads, division heads, management, and human resources.

Some Cicor sites monitor KPIs such as the number of applications, interview-to-hire ratio, time-to-hire, fluctuation rate and employee turnover, and evaluate employees annually on absenteeism. Sites also ask resigning employees to answer a questionnaire that identifies areas for improvement.

## 4.2 Employee development

Employee development is an underlying priority throughout the Cicor Group. The Group has aligned training with its corporate goals, enabling Cicor to keep pace with emerging trends in the field of high-tech development and production. As qualified employees are crucial to the Group's success, focusing on employee development ensures know-how is maintained and implemented across new projects. Cicor also knows that employee development increases its versatility and its ability to function as a flexible and agile company. The Group also looks to spread specific expertise more widely across the organization. To increase flexibility in Arad for example, employees are trained for various activities and processes outside their actual field of activity. Cross-functional employee training also takes place at the production site in Bedford.

This helps Cicor fulfill business requirements and enables employees to get involved in different areas of the company and expand their skills.

Cicor is aware that the demands on its employees are increasing and that regular training and broad knowledge in diverse disciplines is necessary. This is most apparent in the field of medical technology, although it is also relevant in other regulated areas. Cicor further recognizes that employee development is key to motivate its workforce – employees tend to remain with a company that values them and helps them grow. To manage its employee development, the Group offers training programs for all internal processes. Staff are retrained each year in the tasks they currently perform to ensure that all employees are up-to-date in their knowledge. Leadership instruction is also provided to medium and lower management levels.

The Group gives employees equitable opportunities to be considered for training and development based on their abilities and needs, helping them reach their full potential. In Bedford, for example, new training material has been developed in 2022 to provide better support and faster training for employees after a promotion. It also serves as a refresher training for employees in existing positions. In addition, external courses are offered to employees. This helps to meet changing customer requirements, while supporting internal succession planning. The production site in Suzhou plans to further improve its training and development offering in the coming years.

Seeking to generate flexibility, Cicor trains its staff on different activities by offering a limited number of cross-training courses. The exchange of individual employees among specialist areas is institutionalized in manufacturing, helping to identify talents and promote wide-ranging expertise.

Cicor's human resources and department managers create yearly employee development plans, taking into account goals identified in annual staff reviews, while also promoting overall employee development across the board. The Group financially supports external courses in the cases where new skills will reinforce employees' capabilities within their roles. Furthermore, in select departments, students are trained for particular activities related to electronics production and development. Further education in the form of technical college or a postgraduate degree is also subsidized if it corresponds with the company's current needs. At the Bedford production site, dedicated positions for university graduates were created in 2022 to ease their transition from education to working life and to commit them to the company long-term. To further strengthen employee loyalty and Cicor's reputation as an attractive employer, additional capacity has been created in the HR department.

The Group's employee development efforts are evaluated through regular internal and external audits. Employees are asked to complete a survey and staff appraisal to determine their satisfaction with the development program. An assessment is also done at the end of each course to understand how much the employees learned and establish to what extent it helps in their daily work.

## 4.3 Occupational health and safety

Occupational health and safety is of the utmost importance to the Cicor Group. This includes the health and safety of Cicor's employees, as well as visitors. The Group has created a safe working environment and recognizes that caring for the health and safety of its staff not only helps retain its workforce but also offers a more attractive working environment for potential employees.

Cicor's goal is to have zero working accidents or occupational illnesses. The Group aims to supply every necessary means and resource to ensure the health and safety of

collaborators and contributors. Besides adhering to applicable government health and safety laws and regulations, Cicor's own health and labor safety policy, quality and environment standard operating procedures, health and safety programs and production safety officers support careful occupational health and safety management.

Across the Group, most sites have a safety committee and a chairman appointed by management to oversee safety aspects of the company. Moreover, at some sites, an additional health and safety task force has been set up. To further encourage employees' commitment to occupational health and safety and continued engagement around the topic, the workers' union is part of the health and safety committee. The responsibility for maintaining health and safety across the Group falls on the quality department, maintenance department and HR. However, every collaborator and contributor has a duty to support and advocate for all health and safety measures.

Risks and hazards are identified and controlled throughout operational health and safety documentation, namely, specific work instruction, training, and clarifying what special personal safety equipment should be worn.

Health and safety practices of Cicor include preventing exposure to hazardous substances, mandatory checks on air, water, noise and lighting, verification for special equipment such as pressure tanks, lifters, and cranes, as well as fire detection and fighting.

Cicor believes occupational health and safety can be maintained and improved through communication, training and awareness. The Group enlists an external safety consultant, organizes staff training, issues protective equipment where necessary, arranges regular occupational health and safety meetings, and provides a medical service for its staff. Employees have the opportunity to receive periodic medical consultations from an external company contracted by Cicor. All new staff are given a safety orientation, daily safety inspections are conducted, and general awareness is imparted through yearly safety training. The Group also runs monthly health and safety campaigns. Safety incidents are noted in the "dangerous situations and hazards report," and each record is analyzed and treated as part of a continuous improvement action plan.

Emergency management is covered with an emergency response Group (GIC: Groupe d'Intervention Cicorel). Trained first aiders and/or safety managers, as well as one defibrillator, are in place on each site, and simulations are carried out to ensure emergency preparedness and response.

In Arad, internal health and safety committee meetings are held every six months, which gives employees an opportunity to report dangerous situations and involves them in the implementation and development of the health and safety management system. Employees can also use a suggestion box as needed to report hazardous circumstances. In Batam, an escalation chart is available for reference if an unsafe situation emerges. When an abnormal situation is identified, employees can then feed this information back to the Safety Officer. Furthermore, the Batam site also offers instruction on personal protective equipment (PPE). In 2022, the site additionally introduced a Standard Operating Procedure for Environment, Health & Safety (EHS), while Suzhou set up a Safety Standardization Management. In addition to Cicor's comprehensive health and safety measures, the production sites in Arad, Batam and Boudry are ISO 45001:2018 certified.

Cicor monitors its management of occupational health and safety via internal audits and specific KPIs. Regular KPI assessments include health and safety incidents,

occupational illness occurrence, internal health and safety non-conformities, rate of adherence to legal requirements, occupational accidents, hazards spotted, and hazards treated. The Group tracks the number of complaints and sanctions about occupational health and safety violations and has instigated a monthly inspection report to gauge the effectiveness of Cicor's initiatives. The Group organizes a bimonthly labor incident monitoring report and works toward continuous improvement of its action plan and safety training matrix. A survey is conducted with all Cicor's employees to further evaluate its occupational health and safety.

<b>Key Occupational Health and Safety Indicators</b>	<b>2022</b>	<b>2021</b>
Injuries	35	21
Fatalities	-	-
Lost workdays due to work-related injuries	387	311
Lost workdays due to illness	16 968	16 159

## 4.4 Diversity, equal opportunity and inclusion

The Cicor Group strongly upholds the values of diversity, equality of opportunity and inclusion. According to Cicor's policy, employees must be recruited solely on the basis of merit—namely, their skills, experience and ability to perform the job, regardless of age, race, gender, religion, marital status, family responsibilities or disability. By hiring fairly and based on merit, Cicor has access to a wide pool of candidates for vacancies. The Group aims to create an inclusive culture that respects people's differences and gives everyone a chance to excel in their given role. To safeguard its employees, Cicor's Code of Conduct has been updated with new company rules and guidelines that integrate equity, respect and equality, and condemn any kind of discrimination. Some of Cicor's sites have additional local policies to promote greater workforce diversity. Cicor believes that an inclusive workplace centered on good communication leads to every employee feeling valued at work. In 2022, the Bedford production site introduced a diversity and inclusion training for all company managers, while Dresden and Radeberg implemented pay grades for workers to ensure equal pay. In addition, the Company set up an umbrella function in the Human Resources department. Among other things, the new Vice President will address closing salary gaps between employees with the same education and experience who work at the same site.

The responsibility for equal treatment of all employees lies with Cicor's top-level management. The Group's management seeks ideas from staff on how to improve the working culture and environment and encourages them to raise issues or make suggestions. Cicor has an open-door policy to hear and address staff concerns and open feedback is continually received from employees in the form of emails or verbal communication. In 2023, Cicor plans to implement a group-wide whistleblower hotline.

As a result of these continued efforts, there were no incidents of discrimination based on race, color, sex, religion, political opinion, or the like, in 2022.

# 5 Creating Value beyond the Business

## 5.1 Responsible supplier standards

Cicor upholds responsible supplier standards by taking appropriate precautions at the earliest stage to mitigate potential risk to stakeholders. The Group knows that maintaining the highest quality standards will require great attention to the sustainability of its supply chain in the future, and thus actively engages its suppliers on this front. In particular, the company requires that ISO 14001 must be upheld. Supplies from authorized sources help Cicor achieve its quality ambitions, with suppliers conducting failure analysis and taking corrective actions should a defect occur. The Group knows that on-time delivery and good-quality supplies are critical to meet customers' expectations and experience fewer product rejections. Cicor also values reliability and openness in its suppliers, with the goal of forging long-term business partnerships. Since finding new sources is a costly process, strengthening relationships with sustainable suppliers is good business.

The Group manages its commitment to responsible supplier standards with a number of measures. Cicor contractually asks its strategic suppliers to adhere to the Group's Code of Conduct, which is publicly available on the Group's website for consultation. The Code of Conduct contains environmental and social criteria for suppliers, and materials can be cross-checked to ensure a specific product complies with the relevant rules and regulations. Cicor is training its employees to raise awareness of environmental and social aspects in procurement. During evaluations for all suppliers that have a yearly turnover of more than EUR 50,000, the Group monitors adherence to ISO 14001 and ISO 45001. Cicor's supplier quality agreement, which the Group intends to sign with all important suppliers, contains provisions related to environmental management and health and safety. Furthermore, Cicor requests that its suppliers possess and follow their own Codes of Conduct, which many top suppliers already have in place. There are no known cases in 2022 where suppliers violated the Code of Conduct. REACH, RoHS and conflict minerals documentations are requested with every order, which ensures that suppliers respect these standards.

In Boudry, the supplier guidebook creates the basis to introduce supplier standards to a potential supplier at the first point of contact. In 2022, the guidebook was updated to include guidance on aspects of corporate responsibility such as conflict minerals, REACH, RoHS, human rights, working hours and environmental performance. In Bronschhofen, audits are conducted to evaluate suppliers. In Radeberg, most purchases are made through distributors with no direct contact to the manufacturer, but partnerships are formed only with trustworthy suppliers who are at least ISO 9001 certified. Furthermore, the site does not grant approval of a supplier without a completed supplier self-assessment, which in the near future will include the Code of Conduct. Approval is granted by the head of purchasing and the head of quality – ensuring the principle of dual control. In the event of a discrepancy, the supplier is blocked.

Cicor undertakes yearly supplier evaluations, which result in more business for the suppliers that successfully adhere to the Group's supplier standards and termination



or reduced orders for those that do not. Cicor gauges its responsible supply chain performance through indicators such as lead time and payment terms, supplier management, supplier on-time delivery, and supplier rating and ranking. In 2023, the Bedford site plans to publish its new ESG strategy, which will be aligned with UK legislation. As part of this, the site will begin to support its suppliers in reducing their Scope 1, 2 and 3 emissions. This will also serve to document and influence the site's own Scope 3 emissions.

High-quality production is at the core of the Cicor Group's products. Across the group's twelve sites, responsible standards are imposed on all supply chains. The following provides a breakdown of each site's supply chain:

## Overview supply chains

Supply chains – and thus the supply chain management approaches – vary greatly among Cicor's production sites.

Site	Approach	Number of suppliers	Locations
Arad, Romania	The site manages around 20 000 part numbers for raw materials for electronic components, PCBs, and metal and plastic mechanical parts. Manufacturers for the electronic components are chosen by the customer from the authorized vendor lists (AVL).	~ 700	Based on purchase volume
Batam, Indonesia	The site purchases directly from suppliers that manufacture and sell the raw materials. All direct material purchases come from outside Indonesia.	> 640	Suppliers are primarily located in Asia, Europe, North America and Australia
Bedford, United Kingdom	The site is a build-to-print manufacturer. Its procurement strongly depends on component decisions of customers who are market leaders in the defense and aerospace industry.	~ 250	Europe: 89% North America: 10% Asia: 1%
Boudry, Switzerland	The site oversees multiple subcontracting steps for surface treatments during the manufacturing process of PCBs. The supply chain consists of inbound and outbound transportation management and requires intense oversight.	> 100 (including direct and indirect, subcontracted, suppliers)	Direct suppliers are primarily located in Europe and USA
Bronschhofen, Switzerland	The site functions as a contract manufacturer, and as such, buys raw materials to produce, test and deliver semi-finished and finished goods according to customers' bill of materials (BOM).	> 640	Europe: 60% (70% CH / 30% EU) Asia: 30% North America: 10%
Radeberg, Germany	The site produces electronic components for service-mount devices and chip and wire, PCBs, mechanical parts, thick film inks and ceramic substrates. The site mainly purchases through distributors. As the site focuses on special technologies, the selection of possible suppliers is limited.	> 450	Europe: 85% North America: 10% Asia: 5%
Singapore	The site manufactures injection molds. It mainly purchases steel for the injection molds and plastic granulate for mold tests.	< 10	Singapore: 100%
Suzhou, China	The site provides high-end precision injection parts, molds and assembly products. To ensure a stable quality of raw materials, the site purchases from globally leading plastic particle manufacturers and from distinguished steel suppliers.	> 25 major suppliers	Based on purchase volume: China: 90%
Thuan An City, Vietnam	The site buys materials from the customers' bill of materials. Whenever possible, electronic components are purchased from accredited distributors offering specified brands with competitive pricing. If availability is limited or lead times are too long, the site buys from brokers upon clearance from its customers.	> 150	Asia: 60% Switzerland: 10%
Ulm, Germany, and Wangs, Switzerland	The sites source standard raw materials mainly from three suppliers. Other components are purchased from various suppliers.	Ulm: > 300  Wangs: < 400	Ulm: Europe: 80% North America: 15% Japan: 5%  Wangs: Europe: 80% North America: 15% Japan and Taiwan: 5%

## 5.2 Fair business practices

The Cicor Group believes that upholding fair business practices is essential to its success. Cicor has fair, honest and transparent business principles, with processes and products that reflect exemplary levels of quality, safety and environmental impact.

The Group's employees are expected to act in accordance with the highest standards of personal and professional integrity, especially in matters of ethics and governance. Cicor has a Code of Conduct, which is deployed to all persons who could affect the Group's fair business practices and communicated to all employees by the Human Resources department of their respective site. Signing the Code of Conduct implies acknowledgement of its rules and guidelines. All employees must follow the Code of Conduct, as well as local working laws and regulations. All Cicor employee work contracts contain confidentiality and fidelity clauses to avert potential conflicts of interest. Some customer contracts contain anti-bribery clauses. The Group has a clear rule on avoiding politics or officially supporting a political party.

Legal tax requirements are also rigorously respected by Cicor and its personnel, both in terms of taxation based on the profitability of the Group and revenue at staff level. Cicor does its duty in paying the correct taxes on time and adheres to tax law in the application of company taxes and taxes paid for employees and customers. The Group furthermore complies with local regulations according to transfer pricing, disallowing any profit sharing abroad. To ensure compliance, Cicor has established robust and effective implementation of its tax governance, control and risk management system. Processes exist within the finance and human resources departments to track and satisfy tax values and deadlines. The Group has additionally implemented a "tax-wiki", where all applicable law is explained, due dates outlined, and responsibilities defined. The tax-wiki is reviewed frequently and updated if tax regulations change or are newly put into effect. KPIs are in place to track the management of Cicor's tax obligations. These include the tax rate and tax refund rate. The internal control system is overseen by the company controller, finance manager and managing director. Advice is sought from the tax consultant on difficult topics, who is also responsible for preparing the Group's tax declaration. Accountants are regularly trained regarding changes in tax law, and Cicor ensures relevant employees are also made aware of the latest regulations through open communication.

Staff can always contact human resources in case of an incident against Cicor's fair business practices or its Code of Conduct. Additionally, all employees have access to suggestion boxes where they can submit complaints, suggestions or desired improvements. At some sites, a whistleblowing hotline has been set up. Cicor carries out internal and external audits, such as the financial audit, to monitor its management of its business practices. A customer survey and customer rating is also implemented, along with a yearly supplier evaluation and benchmarking. The Group has site-specific initiatives to encourage increased transparency and trust, as well as fair and open discussion of Cicor's business practices and possible infringements.

If the Group's business practices are violated, action is taken. In 2022, there were no known situations of unfair business practices or confirmed cases of corruption. There were also no reported cases of legal proceedings against anti-competitive behavior with regard to antitrust and monopoly law. Further, there were no known breaches of environmental protection, economic or social laws or regulations.

## 5.3 Local engagement

The Cicor Group considers local engagement an asset to the company and aspires to be seen by local communities as a partner. The goal is to be viewed as an attractive company supporting the communities in which it is present, in turn raising its appeal as a local employer. The perception of Cicor within local populations is key to achieving this goal. Accordingly, the Group endeavors to do outreach to create awareness of the benefits of working for Cicor and the Group's contributions to the particular communities. As well, Cicor works to promote the industry in general as advantageous to the country and society at large.

Several of Cicor's sites have initiatives in place to support their local communities. The site in Arad supported young communities by sponsoring schools or various youth organizations. Dresden and Radeberg donated books about traffic education to elementary schools.

The sites receive feedback on engagement activities from local employees, customers, authorities and municipalities, among others. There are no structured surveys or assessments in place currently to evaluate Cicor's local engagement or achievements. However, the Company plans to implement a simple group-wide documentation in 2023.

## 6 GRI Content Index



Cicor has reported in accordance with the GRI Standards for the period from 01/01/2022 to 12/31/2022. For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report. The Content Index - Essentials Service was carried out on the English version of the report. Questions regarding the sustainability report can be directed to Michael Götti, Vice President Corporate Marketing and Communications, [michael.goetti@cicor.com](mailto:michael.goetti@cicor.com).



GRI Standard	Disclosure	Location	Omission
GRI 1: Foundation 2021			
GRI 2: General Disclosures 2021			
<b>The organization and its reporting practices</b>			
GRI 2: General Disclosures 2021	2-1 Organizational Details	<a href="#">Management Report, About Cicor</a>	
	2-2 Entities included in the organization's sustainability reporting	<a href="#">Financial Report, Consolidated financial statement Cicor Group, Note 3</a>	
	2-3 Reporting period, frequency and contact point	<a href="#">Corporate Governance Report, 10 Information Policy</a>	
	2-4 Restatements of information		No restatements of information
	2-5 External assurance		No external assurance
<b>Activities and workers</b>			
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	<a href="#">1.1 Responsibility and commitment</a>	
	2-7 Employees	<a href="#">4.1 Attractive and responsible employer</a>	
	2-8 Workers who are not employees	<a href="#">4.1 Attractive and responsible employer</a>	
<b>Governance</b>			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	<a href="#">Corporate Governance Report, 3 Board of Directors</a>	
	2-10 Nomination and selection of the highest governance body	<a href="#">Corporate Governance Report, 3.3 Elections and terms of office</a>	
	2-11 Chair of the highest governance body	<a href="#">Corporate Governance Report, 3.1 Members of the Board of Directors</a>	
	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">1.1 Responsibility and commitment</a>	
	2-13 Delegation of responsibility for managing impacts	<a href="#">1.1 Responsibility and commitment</a>	
	2-14 Role of the highest governance body in sustainability reporting	<a href="#">1.1 Responsibility and commitment</a>	
	2-15 Conflicts of interest	<a href="#">Corporate Governance Report, 3.2 Other activities and vested interests</a>	
	2-16 Communication of critical concerns	<a href="#">Corporate Governance Report, 3.6 Information and control instruments towards the Group Management and risk management</a>	

2-17 Collective knowledge of the highest governance body	<a href="#">Corporate Governance Report, 3.4 Internal organizational structure</a>	
2-18 Evaluation of the performance of the highest governance body	<a href="#">Remuneration Report, 1 Introduction</a>	
2-19 Remuneration policies	<a href="#">Remuneration Report, 2 Remuneration System</a>	
2-20 Process to determine remuneration	<a href="#">Remuneration Report, 3 Approval Process</a>	
2-21 Annual total compensation ratio		Requirement(s) omitted: Annual total compensation ratio Reason: Data not yet available Explanation: Data management system will be expanded

### Strategy, policies and practices

GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	<a href="#">Management Report, Letter to Shareholders</a>	
	2-23 Policy commitments	<a href="#">4 Incentivizing Employees and Productivity</a>	
	2-24 Embedding policy commitments	<a href="#">4 Incentivizing Employees and Productivity</a>	
	2-25 Processes to remediate negative impacts	<a href="#">1.1 Responsibility and commitment</a>	
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">4.4 Diversity, equal opportunity and inclusion</a>	
	2-27 Compliance with laws and regulations	<a href="#">5.2 Fair business practices</a>	
	2-28 Membership associations		No relevant membership associations during 2022.

### Stakeholder engagement

GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	<a href="#">1.3 Stakeholder management</a>	
	2-30 Collective bargaining agreements	<a href="#">4.1 Attractive and responsible employer</a>	

### GRI 3: Material Topics 2021

#### Materiality assessment and list of material topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	<a href="#">1.2 Material topics</a>	
	3-2 List of material topics	<a href="#">1.2 Material topics</a>	

### Maximizing economic potential

**Economic value creation**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2.1 Economic performance</a>
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	<a href="#">Financial Report, Consolidated Income Statement</a>

**Customer value creation**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2.2 Customer value creation</a>
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**Product quality and compliance**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2.3 Product quality and compliance</a>
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**Engineering**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2.4 Engineering</a>
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**Minimizing environmental impact****Energy and carbon management**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">3.1 Energy and carbon management</a>
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<a href="#">3.1 Energy and carbon management</a>
	302-4 Reduction of energy consumption	<a href="#">3.1 Energy and carbon management</a>
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	<a href="#">3.1 Energy and carbon management</a>
	305-2 Energy indirect (Scope 2) GHG emissions	<a href="#">3.1 Energy and carbon management</a>
	305-5 Reduction of GHG emissions	<a href="#">3.1 Energy and carbon management</a>

**Resource efficiency of production**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">3.2 Resource efficiency of production</a>
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	<a href="#">3.2 Resource efficiency of production</a>
	306-2 Management of significant waste-related impacts	<a href="#">3.2 Resource efficiency of production</a>
	306-3 Waste generated	<a href="#">3.2 Resource efficiency of production</a>

**Environmental management and compliance**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">3.3 Environmental management and compliance</a>
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**Incentivizing employees and productivity****Attractive and responsible employer**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">4.1 Attractive and responsible employer</a>
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GRI 401: Employment 2016	401-1 New employee hires and employee turnover	<a href="#">4.1 Attractive and responsible employer</a>
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#### Employee development

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">4.2 Employee development</a>
GRI 404: Training and Education 2016	404-2 Programs to upgrade employee skills and transition assistance programs	<a href="#">4.2 Employee development</a>

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#### Occupational health and safety

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">4.3 Occupational health and safety</a>
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<a href="#">4.3 Occupational health and safety</a>
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">4.3 Occupational health and safety</a>
	403-3 Occupational health services	<a href="#">4.3 Occupational health and safety</a>
	403-4 Worker participation, consultation and communication on occupational health and safety	<a href="#">4.3 Occupational health and safety</a>
	403-5 Worker training on occupational health and safety	<a href="#">4.3 Occupational health and safety</a>
	403-6 Promotion of worker health	<a href="#">4.3 Occupational health and safety</a>
	403-7 Prevention and mitigation of occupational health and safety impacts linked to business relationships	<a href="#">4.3 Occupational health and safety</a>
	403-9 Work-related injuries	<a href="#">4.3 Occupational health and safety</a>

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#### Diversity, equal opportunity, and inclusion

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">4.4 Diversity, equal opportunity and inclusion</a>
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	<a href="#">4.4 Diversity, equal opportunity and inclusion</a>
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	<a href="#">4.4 Diversity, equal opportunity and inclusion</a>

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#### Creating value beyond the business

##### Responsible supplier standards

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">5.1 Responsible supplier standards</a>
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	<a href="#">5.1 Responsible supplier standards</a>
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	<a href="#">5.1 Responsible supplier standards</a>

#### **Fair business practices**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">5.2 Fair business practices</a>
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">5.2 Fair business practices</a>
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behavior, anti-trust and monopoly practices	<a href="#">5.2 Fair business practices</a>

#### **Local engagement**

GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">5.3 Local engagement</a>
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	<a href="#">5.3 Local engagement</a>