

**Addendum GRI Sustainability Reporting
to the Straumann Annual Report 2014**



On the Straumann GRI Report 2014

Straumann believes that sustainability is an integral part of business success, and that it is important to integrate sustainability topics in our annual reporting because they provide the context to what we have or have not been able to achieve. To achieve high transparency for our shareholders and other stakeholders including customers, employees, and members of the communities in which we operate, we have based our sustainability report on the guidelines provided by the Global Reporting Initiative (GRI) for the ninth consecutive year. The GRI is a nonprofit, multi-stakeholder organization that strives to provide companies with a systematic basis for disclosure regarding sustainability performance. The aim is to give stakeholders a framework that facilitates comparison and clear disclosure of information.

The Straumann Annual Report reviews the year 2014 and draws certain comparisons with previous years. It aims to provide sufficient detail to give shareholders a clear overview of developments in 2014, while addressing main points of concern for other stakeholder groups. Together with this 'Addendum GRI-Sustainability Reporting', the Straumann Annual Report 2014 fulfills the requirements of the GRI-G3 reporting guidelines at Application Level B. This was reviewed and verified by GRI on 2 March 2014. To help readers locate specific GRI-related information, this Addendum (published on www.straumann.com under 'Sustainability') provides an overview of the main GRI elements discussed in this report, including: Economic (EC), Environmental (EN), Human Rights (HR), Labor (LA), Society (SO), and Product Responsibility (PR) performance indicators, as well as Disclosures on Management Approach (DMA) to these topics. The detailed content table below shows the location of Profile Disclosure, Management Approach Disclosure, and Performance Indicators within the Straumann Annual Report 2014. Concerning Performance Indicators, GRI 'core indicators' are set in black typeface and indicators that GRI sees as less universally relevant to corporate reporting, so called 'additional indicators' are set in grey.

It has not been possible to incorporate every GRI performance indicator into the format of this annual report. To focus our sustainability reporting on the most pertinent issues, we have conducted a systematic assessment of the relevance or "materiality" of all indicators in the GRI framework for our reporting. To achieve this, all GRI performance topics were assigned as possible content points for one of the chapters in our sustainability report section. An external specialist supports us in regularly assessing the importance of each topic (from external and internal stakeholder perspectives) in dedicated workshops based on the test questions laid out in the 'defining materiality' section of the GRI sustainability reporting guidelines. Topics that were found to be relevant both from an external and internal viewpoint form the core of our report's sustainability section. Topics that were found to be relevant mainly from one of the two perspectives are discussed in less detail. The indicators reported are discussed to the extent that data were available.

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DETAILED INDEX OF GRI CONTENT POINTS

Unless otherwise noted, the page numbers in this detailed index refer to the Straumann Annual Report 2014. Page references preceded by a capital 'F' refer to Straumann's detailed Financial Report, which is published as a separate volume.

Strategy and Analysis

1.1

Statement from the CEO about the relevance of sustainability to the organization and its strategy.

See Straumann Annual Report 2014, page 15/16. From the Letter to Shareholders:

MORE THAN CREATING SMILES, RESTORING CONFIDENCE

As a prelude to our cultural journey we examined the fundamentals of what we do and formulated a new engaging purpose statement: 'more than creating smiles, restoring confidence'. This embodies the Straumann principle of challenging and going beyond the status quo by simply doing more. It also reflects the passion for reliability, which is our trademark, and on which our customers and their patients can count.

Since our company's pioneering entry into implant dentistry 40 years ago, Straumann products have brought smiles to millions of faces around the world. Today, implant dentistry is a routine procedure and patients have increasing requirements and expectations – for example: lasting function and esthetics, minimum discomfort and inconvenience, lower prices, shorter time to teeth, 'immediate' solutions, metal-free options and more. However, the underlying desire is for an improvement in the quality of life, without compromise when it comes to enjoying food and looking good.

Almost without exception, patients who have received extensive tooth replacement tell us that the treatment has literally changed their lives – largely because of restored self-confidence. This fully reflects our purpose statement and was expressed emphatically by 14 patients who received total dental replacements in a single day – free of charge in one of our charitable initiatives in 2014.

We are committed to continuing our focus on sustainable development and value creation. This includes running our operations as efficiently as possible to achieve financial, material and energy savings. It also encompasses our charitable support for various dental health initiatives.



GILBERT ACHERMANN
Chairman of the
Board of Directors



MARCO GADOLA
Chief Executive Officer

26 February 2015

1.2

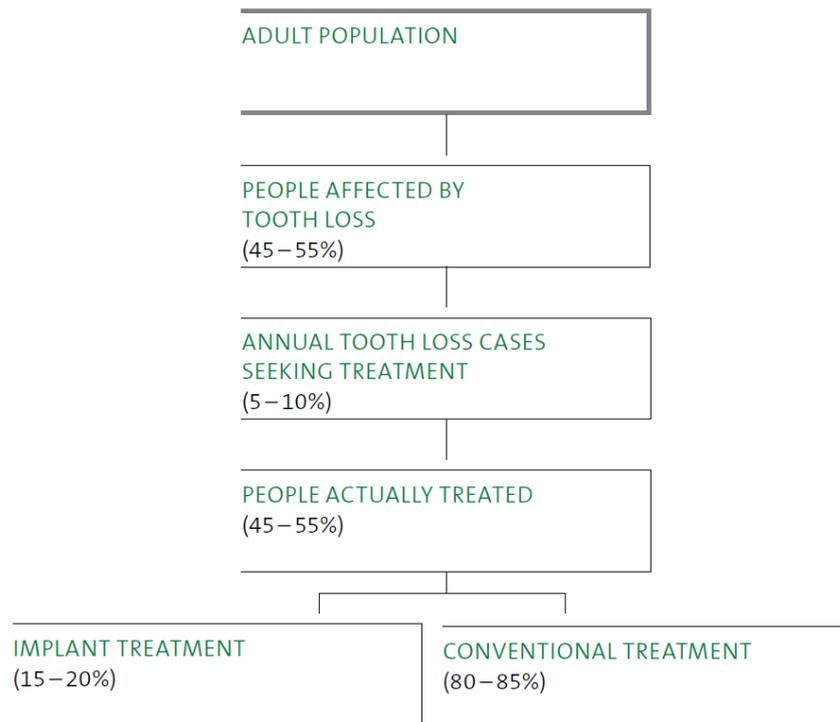
Description of key impacts, risks and opportunities (impacts of the organization on sustainability and stakeholders, and impacts of sustainability trends on long-term prospects and financial performance of the organization).

See Straumann Annual Report 2014, page 34-37, 87, 88-91, 92-94, and 97-99.

Enhancing the quality of life for patients through our innovative and lasting dental solutions is our most essential contribution to sustainability. To ensure that our solutions do indeed last long and offer peace of mind, we focus strongly on research and development, uncompromising quality, and extensive education (see pages 34-37 and 87). At the same time, we work hard to ensure that our business practices are also sustainable. This includes fostering a culture built on strong principles, attractive working conditions and equal opportunity (see page 88-91). It also involves continuously measuring and managing our comparatively small environmental impacts (see page 97-99).

The prominent external factors influencing our business are global economic conditions and the long-term development of our markets. Although the present economy is challenging, long-term demographic trends of population aging favor the development of dental markets. Since many of our products are predominantly used by older customers who experience dental complications as they age, the growing percentage of people age 60+ will likely have a significant impact on the long-term development of our markets. A study conducted in 2012 in the US illustrates how significant that potential is.

TOOTH LOSS AND TREATMENT COURSES (USA)



The population in the US is aging, resulting in more patients with tooth loss. Patients who have been treated are likely to require maintenance work (probably more so with conventional treatment). Most people lose more than one tooth in life and thus re-enter the treatment path.

Aside from this, as a responsible company we also recognize that many people do not have access even to basic dental care. For this reason, Straumann supports charitable activities that have provided dental treatment for several thousand underprivileged people in recent years, including many children (see page 92-94).

Organizational Profile

2.1

Name of the organization.

Straumann Holding AG

2.2

Primary brands, products, and/or services.

See also Straumann Annual Report 2014, page 23. See also pages 30-33.

Headquartered in Basel, Switzerland, the Straumann Group is a global leader in tooth replacement. Straumann develops, manufactures and supplies dental implants, instruments, CAD/CAM prosthetics and tissue regeneration products for use in tooth replacement and restoration solutions or to prevent tooth loss.

2.3

Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.

See also Straumann Annual Report 2014, pages 108 and 128-129.

In the following, the group structure is summarized together with the responsibilities of the Executive Management Board, and the graphic below presents an overview of the group companies:

- CEO: Marco Gadola
- Sales North America: Andy Molnar
- Sales Western Europe: Guillaume Daniellot
- Sales Central Europe: Wolfgang Becker
- Sales Asia/Pacific: Dr. Alexander Ochsner
- Sales Latin America: Marco Gadola
- CFO: Dr. Peter Hackel
- Customer Solutions and Education: Frank Hemm
- Research, Development & Operations: Dr. Gerhard Bauer
- Intradent Management: Marco Gadola A.I.
- Corporate Services: Marco Gadola

Principal Group Companies

Ownership & share capital



At 31 December 2014
Values indicate share capital in each case

2.4

Location of the organization's headquarters.

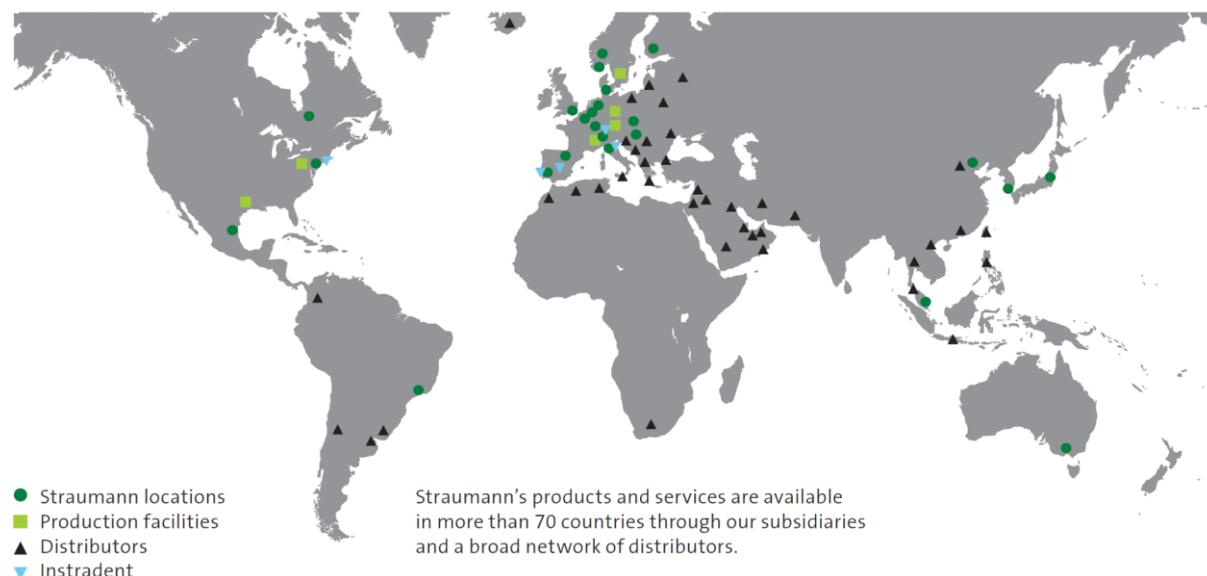
Straumann Holding AG is the ultimate parent company of the Straumann Group, which is headquartered in Basel, Switzerland:

Straumann Holding AG
Peter Merian-Weg 12
4002 Basel
Switzerland

2.5

Countries where the organization operates.

See also Straumann Annual Report 2014, page 23 and 171-174.



A list of Straumann's Country Organizations is given in the Annual Report on pages 171-174.

2.6

Nature of ownership and legal form.

See also Straumann Annual Report 2014, pages 107 and 112.

Straumann Holding AG is a listed stock corporation incorporated under the laws of Switzerland and domiciled and registered in Basel. Straumann Holding AG is the ultimate parent company of the Straumann Group, which is headquartered in Basel and includes a total of 35 wholly owned subsidiaries (referred to collectively as 'the Group'), and 6 companies in which non-controlling interests are held. Straumann Holding AG is listed in the main segment of the Swiss stock exchange. No other company controlled by Straumann Holding AG is listed on a stock exchange.

The following tables show the number and categories of shareholders, and major shareholders registered as holding more than 3% of the share capital at 31 December 2014.

NUMBER OF SHAREHOLDERS

SHARES	31 Dec 2014	31 Dec 2013
1–100	5097	5756
1–1000	2428	2946
1–10 000	238	238
1–100 000	55	44
1–1 000 000	7	8
1 000 001 and more	3	3
TOTAL	7828	8995

SHAREHOLDERS BY CATEGORY

(in %)	31 Dec 2014	31 Dec 2013
Major private shareholders	37.3	37.6
Major institutional shareholders	22.1	28.9
Other institutional shareholders	10.5	16.8
Private individuals	8.3	9.5
Non-registered and undisclosed shareholders	21.8	7.2

MAJOR SHAREHOLDERS

(in %)	31 Dec 2014 ¹	31 Dec 2013
Dr h.c. Thomas Straumann (Vice Chairman of the Board)	17.3	17.3
GIC Private Ltd	13.6	13.7
Dr h.c. Rudolf Maag	12.2	12.2
Parvus Asset Management Europe Ltd ²	8.5	10.8
Simone Maag de Moura Cunha	4.4	4.7
Gabriella Straumann	3.3	3.4
Sprucegrove Investment Management ^{2,3}	n/a	4.4
TOTAL	59.3	66.5

1 Or at last reported date if shareholdings are not registered in the share register

2 Not registered in Straumann's share register

3 Dropped below the 3% threshold in July 2014

2.7

Markets served.

See also Straumann Annual Report 2014, pages 23 and 38.

The Straumann Group is a global leader in tooth replacement. Straumann develops, manufactures and supplies dental implants, instruments, CAD/CAM prosthetics and tissue regeneration products for use in tooth replacement and restoration solutions or to prevent tooth loss. The market is divided into three segments: premium, value, and discount. Companies in the premium segment are distinguished by their clinical documentation, innovative products and solutions, broad product ranges, training, education and superior customer service. Straumann leads the global premium segment and offers a wide range of implants priced at multiple levels.

2.8

Scale of the reporting organization.

See also Straumann Annual Report 2014, pages 4-7, 30-33, 38-43, 107.

At the end of 2014, Straumann had 2387 employees, and achieved a net revenue of approximately 710m CHF in 2014. The market capitalization as of 31 December 2014 was 3915 mCHF. For the types and scale of products and services offered, see pages 30-33 and 38-43.

2.9

Significant changes during the reporting period regarding size, structure or ownership.

See also Straumann Annual Report 2014, page 107

GROUP OPERATIONAL STRUCTURE

The following changes occurred in 2014: On 1 December Dr Peter Hackel rejoined Straumann and took over as Chief Financial Officer. He succeeds Thomas Dressendörfer, who stepped down as CFO on 1 December 2014 and as an EMB member on 1 January 2015. Thomas Dressendörfer will continue with Straumann in an advisory capacity until mid 2015. The Executive Vice President of In-Stradent Management & Strategic Alliances, Dr Sandro Matter, left Straumann in December 2014. Marco Gadola has taken over his responsibilities until a successor will be appointed.

2.10

Awards received in the reporting period.

No significant awards in 2014.

Report Parameters

Report Profile

3.1

Reporting period for information provided.

See also “On the Straumann GRI Report 2014” on page 2 of this ‘Addendum GRI-Sustainability Reporting’.

The Annual Report reviews the business year 2014 and draws certain comparisons with previous years.

3.2

Date of most recent previous report.

February 2014

3.3.

Reporting cycle

Annual

3.4

Contact point for questions regarding the report or its contents.

See also Straumann Annual Report 2014, page 164.

Group headquarters

Straumann Holding AG
Peter Merian-Weg 12, 4002 Basel
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Report Scope and Boundary

3.5

Process for defining report content.

See also “On the Straumann GRI Report 2014” on page 2 of this ‘Addendum GRI-Sustainability Reporting.’

To focus our sustainability reporting on the most pertinent issues, we have conducted a systematic assessment of the relevance or “materiality” of all indicators in the GRI framework for our reporting. To achieve this, all GRI performance topics were assigned as possible content points for one of the chapters in our Annual Report. In addition, for each element of the report – concept, pictures, operations, financials, corporate governance, compensation report, and the risk and sustainability section including environmental reporting – the primary target audiences benefiting from the information presented in that report element were identified. Together, all report elements were found to meet the expected information needs of investors/analysts, employees and potential employees, media, customers, patients, regulatory authorities and the general public. These groups cover the key stakeholders that determine our performance and on whom we have a major impact (see 4.14 and 4.15).

Based on this, an external specialist supports us in regularly assessing the importance of each topic (from external and internal stakeholder perspectives) in dedicated workshops based on the test questions laid out in the ‘defining materiality’ section of the GRI sustainability reporting guidelines. Topics that were found to be relevant both from an external and internal viewpoint form the core of our report’s sustainability section. Topics that were found to be relevant mainly from one of the two perspectives are discussed in less detail.

3.6

Boundary of the report.

The information given pertains to the whole Straumann Group unless stated otherwise.

3.7

Specific limitations on the scope or boundary of the report, if any.

See also “On the Straumann GRI Report 2014” on page 2 of this ‘Addendum GRI-Sustainability Reporting.’

The GRI indicators referenced have been covered to the extent that data were available and as far as the format of Straumann’s Annual Report allows.

3.8

Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.

There were no major changes in subsidiaries, leased facilities in the year under review that significantly affect comparability with the previous Annual Report unless stated

3.9

Data measurement techniques and bases for calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.

The data measurements for reported GRI indicators follow GRI guidelines as far as data availability has allowed.

3.10

Explanation of reasons for and effects of any restatements of information provided in earlier reports.

See also Straumann Annual Report 2014, pages 97 and 99.

Starting with this report, our environmental reporting does no longer include our former laser scanner production facility in Gräfelfing, Germany which was transferred to Dental Wings during the year under review. For consistency, the partial-year environmental data for the Gräfelfing site has been excluded from the 2014 report and the 2013 numbers have been recalculated in line with best practice for international environmental accounting standards like the Greenhouse Gas Protocol.

3.11

Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.

No significant reporting change occurred in that regard compared to the previous year.

GRI Content Index

3.12

Table identifying location of Standard Disclosures in the report.

This 'Addendum GRI Sustainability Reporting'.

Assurance

3.13

Policy and current practice with regard to seeking external assurance for the report.

We have not sought external assurance of the GRI information given, but have used the standards for our internal auditing wherever practical.

Governance, Commitments, and Engagement

Corporate Governance

4.1

Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.

See also Straumann Annual Report 2014, pages 113-114 and 118.

The members of the Board of Directors, the Chairman of the Board and the members of the Compensation Committee (which shall at least be 3) are all elected individually by the Shareholders' General Meeting for a term of one year. Re-election is permitted until the age of 70.

The Board of Directors is responsible for the strategic management of the company, the supervision of the Executive Management Board (EMB) and the financial control. It reviews the company's objectives and identifies opportunities and risks. In addition, it decides on the appointment and/or dismissal of members of the EMB.

The Board of Directors has an Audit Committee and a Compensation Committee, each consisting of not fewer than three Board members with relevant background and experience. The Strategy Committee was dissolved in April 2014 and its duties were transferred either to the Audit Committee or to the full Board.

4.2

Indicate whether the Chair of the highest governance body is also an executive officer.

See also Straumann Annual Report 2014, page 114.

The Board of Directors of Straumann Holding AG comprised seven non-executive members. No Director has been a member of the company's Executive Management during the past three years except for Gilbert Achermann, the Chairman of the Board, who took over the additional role of CEO for an interim period of four months in 2013.

4.3

For organizations that have a unitary board structure state the number of members of the highest governance body that are independent and/or non-executive members.

See also Straumann Annual Report 2014, page 114.

Straumann has a Board of Directors and an Executive Management Board (EMB). The Board of Directors of Straumann Holding AG comprised seven non-executive members (see also 4.2).

4.4

Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.

See also Straumann Annual Report 2014, page 111.

The Shareholders' General Meeting is convened by the Board of Directors within six months of the end of the business year. Shareholders individually or jointly representing at least 10% of the share capital may request an extraordinary General Meeting. The request must be made to the Board of Directors in writing, stating the agenda items and motions.

All agenda items and proposals by the Board of Directors and by shareholders who have requested the General Meeting must be announced in the notice convening the General Meeting.

Shareholders who individually or jointly represent shares with a par value of at least CHF 15 000 may request that an item be included in the agenda. The request shall be in writing at least 45 days before the General Meeting and must set forth the agenda items and the proposals of the shareholder(s).

4.5

Linkage between compensation for members of the highest governance body, senior managers, and executives, and the organization's performance.

See also Straumann Annual Report 2014, pages 146, 148-149, and 151.

Straumann's present compensation system has been in place since 2011, when the respective committee of the Board of Directors conducted a comprehensive review of the company's overall approach to rewarding employees, including remuneration of the Board. The system was published in our 2011, 2012 and 2013 Compensation Reports, which were approved in consultative votes by the Shareholder's Annual General Meeting.

The compensation system is built on principles designed to:

- Align the interests of the leadership team and employees with those of our shareholders
- Support our attractiveness as a global employer, helping us to recruit and retain an engaged workforce
- Reward individuals according to clear targets
- Encourage entrepreneurship, above-market performance, accountability and value creation.

In 2014, we reviewed our system against industry benchmarks and believe that it is balanced and in line with current best practices.

Additional information: Overview of Compensation Mix, including short term and long term variable compensation (page 148), Summary of Overall Compensation table with Elements of Total Remuneration (page 149), and summary of Value-Based Management and 2014 Economic Profit (Value Added) (page 151). The main advantage of the economic profit concept is that it goes beyond revenue growth and profitability increase and takes into account the resources used to achieve these increases and the resulting additional capital costs.

4.6

Processes in place for the highest governance body to ensure conflicts of interest are avoided.

See also Straumann Annual Report 2014, pages 110 and 114.

Straumann does not have, and has not entered into, any cross-shareholdings with other companies relating to equity or voting rights. None of the Directors had any significant business connections with Straumann Holding AG or any of its subsidiaries in 2014. In addition the Straumann Code of Conduct has clear provisions to prevent conflict of interest. These apply to all employees of the company including top management.

4.7

Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.

There are no formal qualifications for Members of the Board on environmental or social issues.

4.8

Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.

See also Straumann Annual Report 2014, page 91.

Our Code of Conduct defines our expectations for ethical behavior in all our business activities. Being an integral part of our employment contracts, it prohibits any form of human rights violation, bribery, corruption, unfair competition, misleading marketing, etc. Employees are obligated to report any violation, suspected violation or misconduct.

We also expect ethical practices in our supply chain, as presented in our 'Code of Conduct for Suppliers' which refers to working conditions, human rights protection, business ethics, legal compliance, and environmental protection.

4.9

Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.

Strategic aspects of sustainability management are ultimately the responsibility of the Board of Directors. While the Board has delegated operational aspects to the Executive Management, it reviews sustainability performance data annually.

4.10

Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.

There is no defined procedure for assessing the Board's performance in this regard.

Commitments to External Initiatives

4.11

Explanation of whether and how the precautionary approach or principle is addressed by the organization.

We adhere to the precautionary principle of risk management and voluntarily perform field safety corrective actions in alignment with all applicable laws and regulations wherever product issues arise. In 2014, there were three instances where such field actions were necessary.

A detailed overview of our assessment and management of strategic, operational, financial, financial reporting, and compliance risk is given in the chapter on Risk Management, starting on page 79 of our Annual Report.

4.12

Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.

See also Straumann Annual Report 2014, pages 91, 99, and 141.

We are committed to fair and equal treatment of all our employees and seek to be in full compliance with International Labor Standards. The Straumann Code of Conduct is aligned with international, national, and local rules and draws on the standards of the International Labor Organization. The Code prohibits any form of human rights violation, bribery, corruption, unfair competition, misleading marketing, etc. Rather than endorsing external economic, environmental/social principles or association memberships, Straumann uses the Code as a basis for managing key sustainability topics, including human resource issues.

To support our goal of open dialogue with our stakeholders, our environmental carbon reporting differentiates between direct (Scope 1) emissions and indirect (Scope 2) emissions following the Greenhouse Gas Protocol, which is the carbon accounting format preferred by many sustainability-conscious investors, and our sustainability reporting follows the guidelines by the Global Reporting Initiative.

4.13

Memberships in associations (such as industry associations) and/or national/international advocacy organizations.

See also Straumann Annual Report 2014, page 82 and 87.

For more than 30 years, Straumann has enjoyed a close relationship with the ITI, the largest international academic organization in implant dentistry and related tissue regeneration. It is a driving force in education and the dissemination of knowledge in the field, focusing on the development of well-documented treatment guidelines backed by extensive clinical testing and the compilation of long-term results. More than 16 000 Fellows and Members all over the world participate in ITI activities, which are designed to promote networking and exchange. In January 2014, the two organizations formally defined a framework for their cooperation, which is summarized in three guiding statements: Straumann provides funding, expertise and support to the ITI; The ITI takes its decisions autonomously; The decisions of the ITI are made in the mutual interests of both parties.

Many Straumann country organizations are members of associations of manufacturers of medical/dental products, such as FASMED in Switzerland, Comident in France or Fenin in Spain. These associations are dedicated to the advancement of medical technology and its safe and effective use.

Stakeholder engagement

4.14

List of stakeholder groups engaged by the organization.

Open and continuous dialogue with our stakeholder, particularly staff, customers, communities, and general investors as well as shareholders that place particular value on environmental issues is an important part of responsible corporate behavior at Straumann.

4.15

Basis for identification and selection of stakeholders with whom to engage.

Staff, customers, communities, and general investors as well as shareholders that place particular value on environmental issues have been identified as particularly relevant stakeholders for Straumann, as these are the groups that determine our performance and that we have a major impact on.

4.16

Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.

See also Straumann Annual Report 2014, pages 85, 88, 90, 127, and 136.

Open and continuous dialogue with our stakeholders is an important part of responsible corporate behavior at Straumann.

Assisted by external specialists, we measured the company culture based on 12 behavior styles that are found in all organizations. By September, approximately 500 employees representing 20% of our staff had completed a structured, anonymous survey assessing the company's leaders and their business areas. The results were communicated internally and compared with the aspired 'ideal' picture sketched by top management at the outset. The next step was to conduct team workshops to understand challenges and aspirations and to determine individual and team actions to effect the cultural change. The process will be extended through the organization and progress measured in follow-up surveys. To gain direct feedback on staff engagement, top management increasingly uses focus-groups and 'town-hall' meetings. In 2014, 17 general staff meetings were held with the CEO in nine countries, in addition to 24 informal small group sessions, in which staff are able to put concerns personally to the CEO and other members of the Executive Management. Apart from these channels and

the aforementioned surveys, all leavers are requested to complete questionnaires. These indicate that development and work-life balance are also important drivers of engagement.

The sustainability of our business in the mid to long term depends on our ability to attract young professionals to implant dentistry. Perception-pulse studies have revealed that their most common expectation from companies like Straumann is for help in building up their business and establishing a reputation as a specialist. We continued to take a structured approach to this group through dedicated programs in 2014, including our Young Professional Program (YPP) in ten countries. The YPP has now been running in Germany for more than two years and has reached more than 3000 participants. It supports budding professionals on their career path – from studies, through residencies and work as clinic staff, to setting up their own practices. In 2014, we launched a dedicated YPP online portal and implemented a fresh new branding campaign.

The CEO, CFO, the Head of Investor Relations and the Head of Corporate Communication & Public Affairs are responsible for communication with investors and representatives of the financial community, media and other stakeholders. In addition to personal contacts, discussions, and presentations in Europe and North America, Straumann held four quarterly financial results conferences for the media and analysts in 2014, two of which were teleconferences. The average participation at each event was more than 50 attendants on-site plus another 50 remote by conference call. The conferences were transmitted live via audio webcast and/or traditional conference call. In addition, Straumann's top management attended two sector-specific and four general equity conferences. Research analysts from 19 banks/national institutions cover developments at the Straumann Group and are listed on p. 164 of the Annual Report as well as on the 'Investors' section of the Straumann corporate website.

Apart from this, Straumann frequently publishes media releases and briefing documents, which are archived and available from the company's website (www.straumann.com). The company offers a media release subscription service via its website and takes care to ensure that investor-relevant media releases are circulated broadly and in a timely manner according to the rules of the SIX Swiss Exchange and with due regard for the principles of fair disclosure. The company does not update its releases, reports and presentations, which means that the information they contain is only valid at the time of publication. Straumann advises against relying on past publications for current information.

4.17

Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.

Throughout our Annual Report, we discuss the processes and results of the dialogues we hold with the groups that determine our performance and on whom we have a major impact. This includes our customers (pages 84-86), staff (pages 88-91), communities (pages 92-94), and investors (page 127).

Economic Performance Indicators

Disclosure on Management Approach (DMA-EC):

Strong economic performance is our core goal. This aspect of our operation is under the strategic control of the Board of Directors and the operational control of the Executive Management Board. Central to this approach is a strong commitment to innovation, quality and service in all of the regions where we do business. We are positioned as a supplier of premium products and services, and have a clear focus on controlling costs. We plan to maintain our position by continuing our commitment to developing new products in the replacement, restorative and regenerative dental markets, and through prompt execution of strategic goals.

With regard to **economic performance**, building on the turnaround achieved in 2013, in 2014 we grew across all regions and reached our profit targets. Strong implant sales helped us to achieve organic growth of 6%, and having grown faster than our global competitors we increased our market share to 20%. Having resized in 2013, we needed to strengthen our team in specific areas to support strategic growth initiatives, for example in emerging markets and in the value segment. As a result, our global workforce increased by 8%. Unfortunately, our achievements and progress in 2014 have been overshadowed by more recent events. The decision by the Swiss National Bank in January this year to remove the minimum exchange rate for the Euro caused the Swiss franc to soar abruptly against all currencies in which we do business. We responded rapidly with measures to reduce our Swiss cost base, which will not affect our ability to continue growing and will keep us in a position to meet shareholders' expectations for 2015. Concerning **market presence**, an important aspect of our global compensation and benefits policy is to pay employees, executives and directors a base compensation that is close to the median of comparable companies in the respective (local) market, while variable pay should have the potential to move overall compensation toward the upper quartile for outstanding performance. Minimum wage regulations have no bearing on our compensation policy, as our compensation clearly surpasses them. Finally, our main **indirect economic impacts** are the provision of jobs in the communities in which we operate and our charitable and social engagement programs (see also DMA-SO).

Economic Performance

EC1

Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.

See also Straumann Annual Report 2014 section "Operational performance" on page 4 and pages 49, 92-94, and 141.

KEY FIGURES

(in CHF million)

	2014	2013	Change (%)
Revenue	710	680	4
Gross profit	559	536	4
Operating profit (EBIT)	148	116 ¹	28
Net profit	158	101	56
Cash generated from operating activities	146	152	(4)
Capital expenditure	19	13	49
Free cash flow	128	139	(8)
Value added economic profit	114	53	115

¹ CHF 124m, excluding exceptionals (restructuring/impairments)

Our monetary donations to projects listed in the Communities chapter (pages 98-100) amounted to approx. CHF 250 000 in 2014. Overall, Straumann spent CHF 287 million on compensation, benefits and social costs in 2014 corresponding to an average of CHF 120 000 per employee (page 141). Operating expenses (OPEX), also called non-manufacturing expenses, including distribution costs, marketing, research & development, as well as general administrative expenses, were CHF 413 million in 2014 (pages 145 and 178). Income taxes are discussed on page 49 of the Annual Report 2014 and the Board of Directors' proposal to the Shareholders' Annual General Meeting concerning dividends on page F53 of the Straumann Financial Report 2014.

EC2

Financial implications and other risks and opportunities for the organization's activities due to climate change.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EC3

Coverage of the organization's defined benefit plan obligations.

See also Straumann Financial Report 2014, pages F48 ff

Apart from the legally required social security schemes, the Group has several independent pension plans. In most cases these plans are externally funded in vehicles which are legally separate from the Group. For certain Group companies, however, no independent plan assets exist for the pension plan of subsidiaries. In these cases the related unfunded liability is included in the statement of financial position. The defined benefit obligations and related plan assets are reappraised annually by independent actuaries.

The defined benefit obligation of unfunded pension plans was CHF 2.9 million (2013: CHF 2.7 million) and for funded pension plans CHF 170.1 million (2013: CHF 140.2 million).

EC4

Significant financial assistance received from government.

See also Straumann Financial Report 2014, page F41

CHF 1.7 million of government grants have been recognized in Germany in connection with investments in the manufacturing facilities of Straumann CAD/CAM GmbH.

Market Presence

EC5 (Additional)

Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.

See also Straumann Annual Report 2014, page 141.

Our policy is to pay employees, Executives and Directors a base compensation that is close to the median of comparable companies in the respective local market. The variable pay is set with the potential to move overall compensation toward the upper quartile for outstanding performance. Local minimum wage regulations have no bearing on our compensation policy, as our compensation clearly surpasses them.

EC6

Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.

See also Straumann Annual Report 2014, page 91.

In its procurement practices, Straumann does not discriminate in favor of or against local suppliers. However, we expect ethical practices in our supply chain, as presented in our 'Code of Conduct for Suppliers' which refers to working conditions, human rights protection, business ethics, legal compliance, and environmental protection.

EC7

Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.

In our hiring, we do not consider applicants origins and do not discriminate in favor of or against members of the local community.

Indirect Economic Impacts

EC8

Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.

See also Straumann Annual Report 2014, pages 92-94.

We support charitable initiatives to make dental treatment and education about oral hygiene available to the underprivileged. Like most of our sponsoring activities, these are connected to our field of business – since this is where we can make a meaningful difference.

Sponsoring requests and initiatives are evaluated according to clearly defined principles and policies by our Corporate Sponsoring Committee, which reports periodically to the Executive Management. 2014 was similar to previous years in terms of sponsoring activities. We evaluated some 50 requests, of which around ten were supported. In each case clear goals were set and achieved. An overview is presented in the table below.

MAIN INITIATIVES AND PROJECTS SPONSORED BY STRAUMANN IN 2014

REGION	LEAD PARTNER	OBJECTIVE ¹	STATUS/RESULTS
Alaska	Academy of Prosthodontics Foundation	Dental outreach project to elderly patients, supported since 2005	2014 project completed; patients fitted with dentures and dental implants
Bali	Bali Children Foundation	Dental care for children, supported since 2012	Dental Clinic built and inaugurated; ongoing dental treatments for children
Cambodia	'Hope for All' Clinic	Scholarships and clinic, supported since 2007	Ongoing; three dental students fully supported
	Bonn University students	Support for 'Cambodia World Family' project	2014 project completed
Chile	Connecticut University team	Dental outreach project, supported since 2008	2014 project completed
Cook Islands	Hannover University students	Clinical traineeships	2014 project completed
France	Afopi Dental Campus	'One-day-a-smile' dental charity for treatment of 14 needy patients	182 implants with corresponding abutments and instruments donated
Gabun	Secours Dentaire International	Support for Albert-Schweitzer-Hospital dental clinic in Lambaréné	Ongoing
Haiti	Dental International Aid Networking Organization (DIANO)	Clinic fittings, health center development	Generator donated for the newly-built health center in Ouanaminthe
Nicaragua	Sonrisa foundation	Free dental care for orphaned children; dental student scholarship	Ongoing project
North America	National Foundation for Ectodermal Dysplasia	Financial, treatment and PR, supported since 2004	Ongoing project
UK	Bridge 2 Aid/CLAPA	Fund-raising bicycle ride, organized by Straumann UK	>GBP 25 000 raised
Other	Straumann AID	Free products for underprivileged individuals	Ongoing

¹ In each case clear prerequisites and goals were set.

EC9 (Additional)

Understanding and describing significant indirect economic impacts, including the extent of impacts.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Environmental Performance Indicators

Disclosure on Management Approach (DMA-EN):

Environmental management is carried out by local environmental officers at our production sites which are overseen by the Head of Operations. Facility Management at our global headquarters, which accommodates research and development, is overseen by the CFO. At top management level, the CFO is tasked with the oversight of environmental performance and sustainability. However, our environmental performance is also the responsibility of all of our employees. Each one is obligated by our Code of Conduct, to **comply** with all laws and internal regulations regarding environmental matters.

The concept of efficiency is integral to how we do business at Straumann. We continuously refine our products and processes and seek ways to conserve resources. This holds true for the usage of **materials, energy, and water**. In the year under review, trends such as the shift of our product portfolio towards smaller and lighter parts and efficiency programs such as a further increase of paperless workflow have contributed to our environmental performance. Measures like this enhance productivity and are beneficial to the environment. They are our most meaningful contribution in this regard and we do not assess **environmental expenditures** as a distinct expenditure category. Concerning **emissions, effluents and waste**, our efforts to improve the containment of cutting oil vapor from milling have been effective. A key emissions indicator that we monitor closely is our CO₂ emissions that result from our electricity consumption and heating. Not included in this monitoring are CO₂ emissions from business activities with minimal impact or for which meaningful data are not available – such as emissions resulting from the **transportation** of our products (which are small and light), sales representative travel, or employee commuting.

Given the size, type and location of Straumann's facilities, impacts on **biodiversity** are not material for our operations. Also, our environmental impacts are tied to our processes and operations, while our **products and services**, from dental implants to oral tissue regeneration products, do not have significant environmental impacts.

Materials

EN1

Materials used by weight or volume.

See also Straumann Annual Report 2014, pages 97 and 99-100.

TITANIUM AND OTHER RAW MATERIALS

In 2014, demand for existing products and the launch of several new products led to increased production volumes. The capacity increase was covered through four new production machines in Villeret and overtime work by our staff. However, there was no corresponding increase in titanium use. Sales of bone level implants have grown at the expense of their tissue level counterparts. In production, the profile of the bone level design more closely matches that of the metal rods from which they are milled, allowing us to work with narrower rods and thus use less titanium per part. Additionally, trimming at the end of the process yields more titanium for recycling.

Straumann's PURE ceramic implants are made of yttrium stabilized zirconium oxide but as these have just been launched and their main appeal is for niche indications, the material consumption was only moderate/not significant in 2014.

Smaller quantities of the raw materials cobalt chrome, yttrium stabilized zirconium oxide, and polymethylmethacrylate (PMMA) are used in the production of crown and bridge solutions. Decreases in cobalt chrome and PMMA use and an increase in zirconia use reflect shifts in relative demand between these different products.

OPERATING MATERIALS

The use of oils and cleaning solvents increased somewhat in reflecting the rise in volumes produced; likewise, the use of recycled acid utilized in the anodizing of implant parts, an electrolytic process that boosts resistance to corrosion and wear.

Despite volume expansion and the related documentation requirements, leaner processes allowed us to decrease total and per-capita paper use.

ENVIRONMENTAL KEY PERFORMANCE FIGURES

		Performance indicator	Unit	2014	2013
Product raw materials 	Titanium	Consumption	kg	14 657	14 602
		Recycled (consumption minus product)	kg	10 634	8 562
	Cobalt chrome	Consumption	kg	2 594	3 039
		Recycled	kg	2 095	2 200
	Zirconia	Consumption	kg	1 733	1 461
Polymethyl methacrylate	Consumption	kg	19	28	
Operating materials 	Various oils	Consumption	kg	46 634	42 613
		Recycled	kg	31 688	34 569
	Cleaning solvents	Consumption	kg	34 656	31 436
		Recycled	kg	19 495	18 250
	Acids	Recycled	kg	45 571	39 341
	Paper	Consumption	sheets	4 488 000	4 653 500
		Consumption per capita ¹	sheets/employee	3 979	4 289
Energy 	Electricity	Consumption	kWh	16 690 808	16 253 169
		Consumption per capita ¹	kWh/employee	14 797	14 980
	Heating ²	Total heating energy	kWh	4 681 928	4 836 548
		– Fossil fuel	kWh	3 874 493	3 843 748
		– District heat	kWh	807 435	992 800
		Total heating energy per capita ¹	kWh/employee	4 151	4 458
Emissions 	CO ₂ emissions ³	Total emissions	tons	2 821	2 863
		– Direct (Scope 1, excluding vehicle fuel)	tons	767	761
		– Indirect (Scope 2)	tons	2 054	2 101
	Total emissions energy per capita ¹	tons/employee	2.50	2.64	
Water 	Water	Consumption	m ³	29 975	30 597
		Consumption per capita ¹	m ³ /employee	27	28
Waste 	Untreated waste water	Disposal	kg	11 690	11 834
		Diverse waste	Hydroxide sludge	kg	13 543
	Contaminated material	Solvents	kg	3 217	3 217
		Refuse	Total	kg	151 367
	Per capita ¹	kg/employee	134	142	

¹ Per capita figures refer to employees at the relevant reporting sites only.

² To avoid double counting, heating energy data do not include electricity used for a small part of heating at Andover, or to operate the geothermal heat pump in Leipzig – these are included in the electricity data.

³ Scope 1 covers CO₂ emissions directly emitted by sources owned or controlled by Straumann such as heating boilers, while Scope 2 comprises emissions generated in the production of the electricity, heat or steam that we consume.

EN2

Percentage of materials used that are recycled input materials.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Energy

EN3

Direct energy consumption by primary energy source.

See also Straumann Annual Report 2014, pages 99-100.

Heating needs decreased mainly due to climatic variations that necessitated shorter heating periods than in the previous year. We continue to seek ways to minimize the energy and resource consumption of our facilities, and will continue to deploy selected improvements as technically feasible and economically sensible. For actual data in kWh, see EN1. These data are also expressed in Joules below.

		Units	2014	2013	
Energy and CO ₂	Electricity	Consumption	TJ	60.1	58.5
	Heating	Total heating energy	TJ	16.9	17.4
		• Fossil fuel*	TJ	13.9	13.8
		• District heat	TJ	2.9	3.6

* Fossil fuel burned on-site for heating is the only direct energy consumption within the scope of Straumann's environmental reporting. Of the 13.9 TJ consumed in 2014, 100% was from natural gas.

EN4

Indirect energy consumption by primary source.

See EN3 and Straumann Annual Report 2014, pages 99-100.

We maintained the absolute increase in electricity use significantly below our volume increase in production, and reduced per capita electricity use. This was partly because of the addition of people to cover insourced activities, e.g. increased demand for Roxolid and our Loxim transfer piece.

For actual figures in kWh, see EN1. Expressed in Joules, electricity consumption in 2014 was 60.1 TJ (see also table under EN3). While electricity generation technologies vary depending on the region, on a global basis, 37% of the electricity used by Straumann was generated by nuclear power plants, 29% from hydropower, 15% from natural gas, 9% from wind, 2% from other sources, 3% from coal, 2% from waste, 1% from solar and 1% from biogas.

EN5 (Additional)

Energy saved due to conservation and efficiency improvements.

See EN3

EN6 (Additional)

Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN7 (Additional)

Initiatives to reduce indirect energy consumption and reductions achieved.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Water

EN8

Total water withdrawal by source.

See also Straumann Annual Report 2014, pages 99-100.

Water consumption dropped slightly despite growth in production. For actual figures see EN1. The reported water consumption was all from municipal water supplies.

EN9 (Additional)

Water sources significantly affected by withdrawal of water.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN10 (Additional)

Percentage and total volume of water recycled and reused.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Biodiversity

EN11

Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN12

Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN13 (Additional)

Habitats protected or restored.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN14 (Additional)

Strategies, current actions, and future plans for managing impacts on biodiversity.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN15 (Additional)

Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Emissions, Effluents, and Waste

EN16

Total direct and indirect greenhouse gas emissions by weight.

See also Straumann Annual Report 2014, pages 99-100.

We monitor CO₂ emissions due to our electricity consumption and heating, and differentiate between direct (Scope 1) emissions from sources such as burning natural gas, and indirect (Scope 2) emissions from sources such as the use of electricity and district heat. These greenhouse gas emissions decreased slightly, despite our volume increase in production.

Business activities with minimal impact, or for which meaningful data are not available, are not included in our carbon reporting - for example, emissions resulting from the transportation of our products (which are small and light), sales representative travel, and employee commuting.

For actual figures see EN1.

EN17

Other relevant indirect greenhouse gas emissions by weight.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN18 (Additional)

Initiatives to reduce greenhouse gas emissions and reductions achieved.

See also Straumann Annual Report 2014, page 99.

We maintained the absolute increase in electricity use significantly below our volume increase in production. Together with changes in climatic conditions, which reduced heating energy requirements, this allowed us to reduce overall CO₂ emissions despite our production growth.

For actual figures see EN1.

We are continually improving our processes. At our headquarters in Basel we are assessing the feasibility of optimizing our heating and cooling system. The proposed modification is to feed weather forecast data into our building control systems. This would allow us to quickly adjust heating and cooling to outside temperature shifts and save energy, also reducing greenhouse gas emissions.

EN19

Emissions of ozone-depleting substances by weight.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN20

NO, SO, and other significant air emissions by type and weight.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN21

Total water discharge by quality and destination.

See also Straumann Annual Report 2014, pages 99-100.

Untreated wastewater, which is collected in tanks and disposed of by authorized specialist contractors, contains low concentrations of cleaning detergents, solvents, acid, and oil. The amount produced, which decreased somewhat in this reporting period, depends strongly on the number and timing of maintenance activities at our water treatment plant in Villeret.

For actual figures see EN1.

EN22

Total weight of waste by type and disposal method.

See Straumann Annual Report 2014, pages 99-100.

Partial information on EN22: This category includes refuse, contaminated materials, solvents and hydroxide sludge. The amount of hydroxide sludge, a by-product of wastewater treatment that depends on the quantity and composition of the water treated, decreased slightly. The increase in diverse contaminated materials, which include oil-contaminated rags, filters, and other debris, and some electronic scrap, can be attributed to production growth, while use of solvents remained constant despite this growth.

Overall refuse output dropped slightly. Significant decreases in refuse generation at our Group headquarters in Basel offset some increases at production sites. This was partly due to the restructuring in 2013, which involved headcount reductions and departmental relocations.

For actual figures see EN1.

EN23

Total number and volume of significant spills.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN24 (Additional)

Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN25 (Additional)

Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Products and Services

EN26

Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

EN27

Percentage of products sold and their packaging materials that are reclaimed by category.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Compliance

EN28

Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Transport

EN29 (Additional)

Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.

See Straumann Annual Report 2014, page 99.

Partial information on EN29: Business activities with minimal impact, or for which meaningful data are not available, are not included in our carbon reporting - for example, emissions resulting from the transportation of our products (which are small and light), sales representative travel, and employee commuting.

Overall

EN30 (Additional)

Total environmental protection expenditures and investments by type.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Labor Practices and Decent Work Performance Indicators

Disclosure on Management Approach (DMA-LA):

Operational aspects of labor practices and policies fall within the responsibilities of the Head of Corporate Human Resources, who reports to the CEO. On the strategic level, the Human Resources Committee of the Board of Directors reviews Straumann's human resources policies and oversees recruitment of Executive Board Members and compensation of the Board and the Executive Management Board.

Our approach to labor practices is founded upon the principles of employee development, open dialogue and fair and attractive employment conditions. Concerning **employment**, Straumann started to build up new jobs which are customer-focusing and mainly in our defined growth businesses and regions: the value segment and China, the Latin America region and the US. With regard to **labor/management relations**, we also encourage mutual feedback with comprehensive Performance Reviews and assessments providing feedback to senior leaders. Additional informal feedback initiatives include regular breakfast focus group meetings with the Executive Management Board, informal staff events, attended by Management, and Town Hall meetings with Top Management in the countries. **Occupational health and safety** is a top priority at Straumann. We continuously communicate health and safety procedures to employees through training and awareness programs, and as in previous years, absences related to workplace accidents or illness were low. With respect to **training and education** we refocused and extended our internal development and training program with strong focus on leadership, coaching and selling skills – the latter by closing our global training rollout for our Sales Forces. In addition several High Performance Team Workshops took place which build the foundation of our Cultural Journey towards high performance which continues in 2015. Finally, with respect to **diversity and equal opportunity**, we believe a diverse workforce greatly contributes to team performance and our ability to serve diverse customers around the world. We regularly monitor a variety of diversity measures in our workforce such as age, gender, nationality, and educational background and we have continued to focus on “Business Diversity”, which will help us enhance cross-functional and geographic collaborations in our new organizational framework.

Employment

LA1

Total workforce by employment type, employment contract, and region.

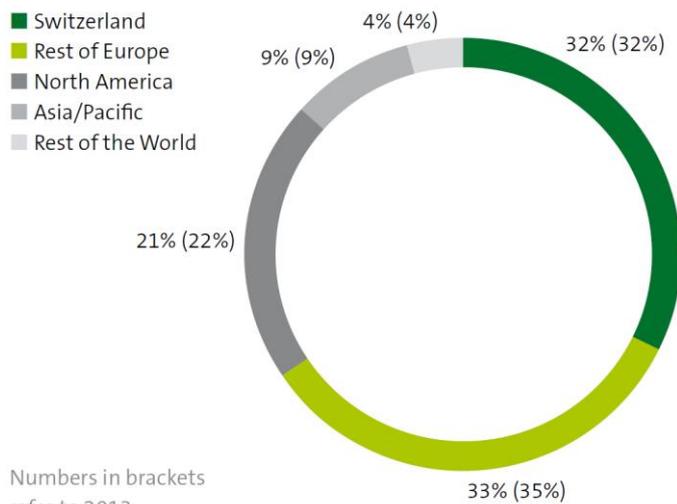
See also Straumann Annual Report 2014, pages 89-90.

Partial information on LA1 (comprehensive data on employees by contract - fixed term, indefinite, etc. - are currently not available): Having reduced personnel-related costs through resizing and restructuring in 2013, we needed to strengthen our staff in specific areas to support strategic growth initiatives, for example in emerging markets like China and Latin America, in the value segment and in Sales in North America. As a result, our global team increased slightly above our forecasts by 170 in 2014 to 2387, of which 403 were at headquarters.

EMPLOYEES



EMPLOYEES BY REGION



Employees by employment type: About 93% of staff is employed in full-time employment contracts, about 7% is employed in part-time employment contracts.

HUMAN RESOURCES KEY FIGURES

Parameter		Unit	2014	2013	2012
Staff size	Employees	Total headcounts	2 387	2 217	2 517
		Full-time equivalents	2 330	2 164	2 457
Employment type	Part-time employees	% of headcount	7	7	7
Gender diversity	Women in general staff (excl. Mgmt)	%	48	47	47
	Women in SMD pool ¹	%	24	24	18
	Women in management	%	29	31	31
Training and education	Investment in staff learning ²	CHF million	1.7	1.5	2
	Average annual training & learning	Days/employee	3	3	4
Fluctuation and absence	Staff fluctuation	%	13	22	12
	Absence rate due to sickness ³	%	3	3	3
	Absence rate due to workplace accidents ³	%	0	0	0
	Work-related fatalities	Number	0	0	0
Employee protection	Reported cases of discrimination	Number	0	0	0

¹ Strategic Management Development group.

² Only direct expenses for internal and external training activities are counted here.

Salaries paid to employees while in training are additional and are not included.

³ Switzerland only. Proportion of absence time compared to target working hours.

LA2

Total number and rate of employee turnover by age group, gender, and region.

See also Straumann Annual Report 2014, page 90.

Partial information on LA2: Fluctuation rate was 13% (see table under LA1), significantly down from 2013. Fluctuation is calculated on the basis of the number of exits as a proportion of average headcount, whereby retirements and transfers between country organizations are counted as exits.

LA3 (Additional)

Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Labor/Management Relations

LA4

Percentage of employees covered by collective bargaining agreements.

Freedom of association is allowed throughout the company in compliance with laws and regulations; but there is a general preference for informal employee dialogue, and labor contracts are negotiated individually rather than by collective bargaining.

LA5

Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.

While there are no formal minimum notice periods, it is part of our open dialogue culture that we inform our staff about operational changes appropriately and as early as possible.

Occupational Health and Safety

LA6 (Additional)

Percentage of total workforce represented in formal joint management–worker health and safety committees that help monitor and advise on occupational health and safety programs.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

LA7

Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.

See also Straumann Annual Report 2014, page 90.

Partial information on LA7: Protecting our employees' health and safety is a top priority at Straumann. We give due importance to health/safety training and awareness, and our low absence rates (see table under LA1) reflect this. No workplace fatalities or serious accidents were reported in the year under review.

LA8

Education, training, counseling, prevention, and risk-control programs in place to assist work-force members, their families, or community members regarding serious diseases.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

LA9 (Additional)

Health and safety topics covered in formal agreements with trade unions. Aspect: Training and Education

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Training and Education

LA10

Average hours of training per year per employee by employee category.

See also Straumann Annual Report 2014, page 90.

Partial information on LA10 (comprehensive data with regard to training time by employee category are currently not available): Training and development are essential to meet the requirements for an international company in the Medical Device Industry and to attract and retain staff. In addition to introductory product and technical training, we offered refresher updates for staff who have been with the company for some time. We also extended the program devoted to selling skills, which begun in 2013, and we maintained our apprenticeship and internship programs. Our Corporate Graduate Program was refined and includes members of the Executive Management in the selection process. For actual figures see LA1.

LA11 (Additional)

Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

LA12 (Additional)

Percentage of employees receiving regular performance and career development reviews.

See also Straumann Annual Report 2014, pages 90-91 and 146.

Partial information on LA12 (quantitative information on percentage of completed performance reviews by the end of the year under review is currently not available): Individual performance is measured by the achievement of targets established with the line manager at the beginning of the year in the performance management process. These may involve a combination of specific project targets, competency or skills development and specific contribution to team or organizational unit targets. A global performance management system supervised by Human Resources ensures that the objectives are defined in line with the company's strategic goals and their achievement is assessed continuously during the year.

In 2014, Straumann extended its strategic management development (SMD) process for senior management, staff in key positions, and future leaders, which reviews leadership, performance, behavior, and career potential as a basis for development, deployment, and succession planning.

Diversity and Equal Opportunity

LA13

Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

See also Straumann Annual Report 2014, pages 89-90.

A diverse team adds value and supports our ability to serve an increasingly diverse customer base. We monitor diversity with regard to age, gender, origin and educational background. Gender diversity is strong overall, with 43% female employees.

STAFF STRUCTURE BY CATEGORY AND AGE GROUP (%)

Age	<30	30 – 50	>50	Unit	2014
General staff (excl. Mgmt)	11.25	51.70	12.86	% of headcount	75.83
Management	0.25	18.52	5.40	% of headcount	24.17
TOTAL	11.52	70.21	18.27		100

For actual figures on gender diversity, see LA1: Women in general staff excluding management, 48%; women in management, 29%; women in SMD pool, 24%. The Corporate Governance chapter gives age and nationality of the members of the Board of Directors on page 199, and the age and nationality of the members of the Executive Management Board can be found under the following link: <http://www.straumann.com/en/home/about-straumann/our-company/our-organization/executive-management-board.html>. All members of both boards were male in 2014.

LA14

Ratio of basic salary of men to women by employee category.

See also Straumann Annual Report 2014, page 141.

Partial information on LA14: We are committed to fair and equal treatment of all our employees and seek to be in full compliance with International Labor Standards. Compensation is not influenced by gender.

Human Rights Performance Indicators

Disclosure on Management Approach (DMA-HR):

Our approach to Human Rights is based upon our Code of Conduct, which requires the company and all of our employees to act ethically and uphold human rights at all times. Compliance with our Code of Conduct is managed by our Chief Compliance Officer. The Code is integrated in all of our employment contracts, and all new employees are made aware of it as part of our `onboarding` program.

The Straumann Code of Conduct protects employees from **discrimination**, defined in internal regulations as biased treatment based on gender, race, background, religion, or sexual orientation. No cases of discrimination were reported in 2014. While **freedom of association**, in compliance with relevant laws and regulations, is allowed throughout the company, there is a general preference for informal employee dialogue rather than union representation. Our operations are not centered in parts of the world where **child or forced labor** are major concerns, however we always remain vigilant for unexpected issues that may arise. This holds not only for our own operations, where the requirement of the Code of Conduct to comply with applicable laws and regulations clearly exclude child or forced labor, but also in relation to our **investment and procurement practices**. Our `Code of Conduct for Suppliers` presents our expectations with respect to working conditions, human rights protection, business ethics, legal compliance, and environmental protection. We require confirmation from suppliers that there is no child or forced labor in the supply chain. Finally, with regard to the areas where we do business and to the type of our operations, human rights issues in **security practices** or possible breaches **of indigenous rights** are not material risks for Straumann.

Investment and Procurement Practices

HR1

Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

HR2

Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.

See also Straumann Annual Report 2014, page 91.

Partial information on HR2 (percentage data on suppliers that have confirmed are currently not available): We expect ethical practices in our supply chain, as presented in our `Code of Conduct for Suppliers` which refers to working conditions, *human rights protection*, business ethics, legal compliance, and environmental protection.

HR3 (Additional)

Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Non-discrimination

HR4

Total number of incidents of discrimination and actions taken.

See also Straumann Annual Report 2014, page 91.

Our onboarding trainings for new employees focus increasingly on corporate alignment including our Code of Conduct, which protects employees from discrimination (unequal treatment based on gender, race, religion, or sexual orientation). No cases of discrimination were reported in 2014.

See also figures under LA1.

Freedom of Association and Collective Bargaining

HR5

Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.

Freedom of association is allowed throughout the company in compliance with laws and regulations.

Child Labor

HR6

Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.

See also Straumann Annual Report 2014, pages 82 and 91.

The Straumann Code of Conduct requires all employees to comply with applicable laws and regulations. At the locations where Straumann has operations this clearly excludes child labor. In addition the Straumann Code of Conduct for Suppliers (see HR2) requires from suppliers that there is no child labor in the supply chain.

Forced and Compulsory Labor

HR7

Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.

See also Straumann Annual Report 2014, pages 82 and 91.

The Straumann Code of Conduct requires all employees to comply with applicable laws and regulations. At the locations where Straumann has operations this clearly excludes forced labor. In addition the Straumann Code of Conduct for Suppliers (see HR2) requires from suppliers that there is no forced labor in the supply chain.

Security Practices

HR8 (Additional)

Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Indigenous Rights

HR9 (Additional)

Total number of incidents of violations involving rights of indigenous people and actions taken.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Society Performance Indicators

Disclosure on Management Approach (DMA-SO):

Straumann's charitable and social engagement programs are part of our culture. They are typically managed by the teams located in each region where we do business. Our products and services are, by their nature, designed to improve the human condition and thus benefit society. We participate in numerous programs around the world that are designed to bring oral health training, education and services to people who might not be able to afford such activities otherwise. This includes charitable programs related for example to ectodermal dysplasia or basic dental care and oral hygiene programs.

Straumann maintains political neutrality in all its sponsoring activities. We refrain from making statements on **public policy** and from political lobbying. Furthermore, we do not offer financial support or contributions of any kind to politicians or political parties. A key impact on the **communities** in which we operate is the provision of jobs. Having reduced personnel-related costs through resizing and restructuring in 2013, we needed to strengthen our staff in specific areas to support strategic growth initiatives, for example in emerging markets like China and Latin America, in the value segment and in Sales in North America. As a result, our global team increased slightly above our forecasts by 170 in 2014 to 2387, of which 403 were at headquarters. Another impact we have on communities is our support of charitable initiatives to make dental treatment and education about oral hygiene available to the underprivileged. Like most of our sponsoring activities, these are connected to our field of business – since this is where we can make a meaningful difference.

In all our business activities, we place a high value on ethical behavior. The Straumann Code of Conduct clearly outlines our expectations in this regard. The Code explicitly prohibits **corruption**, and obligates all Straumann employees to **comply** with all applicable laws and regulations, which includes respecting rules of **fair competition**. Employees are obligated to report any violation or suspected violation, or any other suspected misconduct. In 2014, no violations of the Code of Conduct were reported.

Community

SO1

Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Corruption

SO2

Percentage and total number of business units analyzed for risks related to corruption.

See also Straumann Annual Report 2014, page 91 and DMA-SO above.

Our Code of Conduct protects employees from discrimination (unequal treatment based on gender, race, religion, or sexual orientation), and defines our expectations for ethical behavior in all our business activities. Being an integrated part of our employment contracts, it prohibits any form of human rights violation, *bribery*, *corruption*, unfair competition, misleading marketing, etc. Employees are obligated to report any violation or suspected violation, or any other suspected misconduct.

SO3

Percentage of employees trained in organization's anti-corruption policies and procedures.

See also Straumann Annual Report 2014, pages 82 and 91.

Partial information on SO3: Our onboarding trainings for new employees focus increasingly on corporate alignment including our Code of Conduct (see SO2). Being an integrated part of our employment contracts, it prohibits any form of human rights violation, *bribery*, *corruption*, unfair competition, misleading marketing, etc.

SO4

Actions taken in response to incidents of corruption.

See also Straumann Annual Report 2014, pages 82 and 91.

The Straumann Code of Conduct (see SO2) defines our expectations for ethical behavior in all our business activities, and prohibits any form of human rights violation, *bribery*, *corruption*, unfair competition, misleading marketing, etc. Employees are obligated to report any violation or suspected violation, or any other suspected misconduct. In 2014, no violations of the Code of Conduct were reported.

Public Policy

SO5

Public policy positions and participation in public policy development and lobbying.

See also Straumann Annual Report 2014, page 92.

In all its sponsoring activities, Straumann is politically neutral: We refrain from making statements on public policy and from political lobbying.

SO6 (Additional)

Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.

See also Straumann Annual Report 2014, page 92.

In all its sponsoring activities, Straumann is politically neutral: We do not sponsor politicians or political parties.

Anti-Competitive Behavior

SO7 (Additional)

Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.

See also Straumann Annual Report 2014, pages 82 and 91.

The Straumann Code of Conduct (see SO2) defines our expectations for ethical behavior in all our business activities, and prohibits any form of human rights violation, bribery, corruption, *unfair competition*, *misleading marketing*, etc. In 2014, no violations of the Code of Conduct were reported.

Compliance

SO8

Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

Product Responsibility Performance Indicators

Disclosure on Management Approach (DMA-PR):

Our economic success squarely depends on the quality, performance and reliability of the solutions we provide to our customers. We apply stringent requirements for safety and effectiveness in product design and production, and we will never accept shortcuts to market in order to boost short-term sales. The 'fitness for use' of our products is assured over the entire product lifecycle: from conceptualization to research, development, manufacturing, storage, distribution, and in-market support. Concerning **customer health and safety** and **product and service labeling**, our approach includes the following: Our Corporate Product Safety Officer is authorized to convene a Safety board meeting on very short notice in the rare case of a potentially serious safety issue to initiate field safety corrective actions. Furthermore, in particular our implant and regenerative products undergo preclinical and clinical testing, which continues after market introduction. The results of the respective studies are often published in peer-reviewed scientific journals and are presented by leading independent experts at major scientific meetings. Our commitment to truthful and accurate **marketing communications** and materials is undiminished, and we have robust processes and guidelines in place to check that our marketing materials are ethical and accurate. Our Global Sales Compliance Program has been in place since 2009 and is one of several safeguards to ensure compliance with regulations relating to the sale of our products and services. In 2014, there were no reported incidents of non-compliance with any applicable laws or regulations regarding the marketing or sales of our products.

Respecting rules and regulations concerning **customer privacy** is implicit in the requirement of our Code of Conduct that all employees have to comply with all applicable laws and regulations, and this topic has so far not presented relevant problems for Straumann. Concerning **compliance**, we are not aware of any incidents of nonconformance with regulations or voluntary codes concerning health or the safety of our products worldwide in 2014. We successfully maintained the certification status of our Quality and Environmental Management Systems, and there are no critical open issues with authorities on the status of the quality management system at Straumann worldwide.

Customer Health and Safety

PR1

Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.

The 'fitness for use' of our products is assured over the entire product lifecycle: from conceptualization to research, development, manufacturing, storage, distribution, and in-market support. Our implant and regenerative products undergo preclinical and clinical testing, which continues after market introduction.

PR2 (Additional)

Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.

See also Straumann Annual Report 2014, page 83.

We are not aware of any incidents of nonconformance with regulations or voluntary codes concerning health or the safety of our products worldwide in 2014. We successfully maintained the certification status of our Quality and Environmental Management Systems, and there are no critical open issues with authorities on the status of the quality management system at Straumann worldwide.

Product and Service Labeling

PR3

Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.

See also Straumann Annual Report 2013, pages 35-36 and 97.

We rigorously monitor the items we produce and the processes we use to manufacture them in line with stringent regulations for medical device manufacturers. Adherence to strict quality-control protocols for identity, purity and content testing of raw materials ensures that our products function safely and effectively. Full documentation of all manufacturing processes provides traceability.

Our implant and regenerative products undergo preclinical and clinical testing, which continues after market introduction. The results of the respective studies are often published in peer-reviewed scientific journals and are presented by leading independent experts at major scientific meetings.

PR4 (Additional)

Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

PR5 (Additional)

Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.

See also Straumann Annual Report 2014, page 85.

The sustainability of our business in the mid to long term depends on our ability to attract young professionals to implant dentistry. Perception-pulse studies have revealed that their most common expectation from companies like Straumann is for help in building up their business and establishing a reputation as a specialist. We continued to take a structured approach to this group through dedicated programs in 2014, including our Young Professional Program (YPP) in ten countries. The YPP has now been running in Germany for more than two years and has reached more than 3000 participants. It supports budding professionals on their career path – from studies, through residencies and work as clinic staff, to setting up their own practices. In 2014, we launched a dedicated YPP online portal and implemented a fresh new branding campaign.

In addition to education, patient awareness is an important driver of implant dentistry. Although patients are not our direct customers, we are strongly committed to their health, satisfaction and well-being. Research suggests that one in every two patients consults the internet before, during and after consulting a dentist. Treatment and dentist choices are often based on the information found. Patients need general information about implant dentistry and specific information about their treatment options. We address the former through various channels, mainly online, while the latter is addressed by dental professionals, who draw on tools we provide. In 2014, we developed 'Straumann Patient Pro', a comprehensive package to support patient marketing activities by dentists. It includes pictorials, video animations and attractive content for dentists' websites and social media channels. It also features and a new 'doctor finder' tool.

Marketing Communications

PR6

Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.

See also Straumann Annual Report 2014, pages 85-86.

Our Global Sales Compliance Program has been in place since 2009 and is one of several safeguards to ensure compliance with regulations relating to the sale of our products and services. Further supporting our commitment to the patients' interest, much of the scientific information used to endorse our products is peer-reviewed, and we have robust processes and guidelines in place to check that our marketing materials are ethical and accurate.

PR7 (Additional)

Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.

See also Straumann Annual Report 2014, page 85-86.

In 2014, there were no reported incidents of non-compliance with any applicable laws or regulations regarding the marketing or sales of our products.

Customer Privacy

PR8 (Additional)

Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.

Partial information on PR8: Respecting rules and regulations concerning customer privacy is implicit in the requirement of our Code of Conduct that all employees have to comply with all applicable laws and regulations, and this topic has so far not presented relevant problems for Straumann.

Compliance

PR9

Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.

This indicator is not reported as the materiality test, conducted in accordance with the GRI Guidelines, determined it to be not particularly relevant to Straumann and its Stakeholders.

GRI Guideline Application in the Annual Report 2014

Straumann's Annual Report 2014 integrates elements of sustainability reporting based on the guidelines disseminated by the Global Reporting Initiative (GRI). These guidelines suggest that certain information be provided not only on the overall profile of the company and its report, but also on management approach and performance indicators regarding economic, environmental, human rights, labor, society, and product responsibility issues (see www.globalreporting.org).

Under the GRI G3 guidelines, there are different application levels companies can choose for GRI reporting. These range from C-Level with only some elements of GRI sustainability reporting included to A-Level where all indicators developed by GRI are reported on.

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15		Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17		Same as requirement for Level B	
	G3 Management Approach Disclosures OUTPUT	Not Required	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.	Report Externally Assured	Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Responsibility.	Report Externally Assured	Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	Report Externally Assured

*Sector supplement in final version

GRI A-Level is the highest standard for sustainability reporting under the GRI G3 guidelines, and challenging even for extended, dedicated sustainability reports. While this standard was not deemed practical for Straumann's integrated Annual Report, the report has been prepared according to the GRI Guidelines at Application Level B in order to be as ambitious as possible in this context. GRI has reviewed the application of their guidelines in the Straumann Annual Report 2014, and has verified that the report is prepared according to the GRI Guidelines at Application Level B.

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