

SUSTAINABILITY REPORT

- 70 SUSTAINABILITY APPROACH AND MATERIALITY
- 71 CUSTOMERS
- 77 EMPLOYEES
- 82 COMMUNITIES
- 85 GLOBAL PRODUCTION AND LOGISTICS
- 88 ENVIRONMENT



Sustainability approach and materiality

SUSTAINABILITY – MATERIAL TOPICS

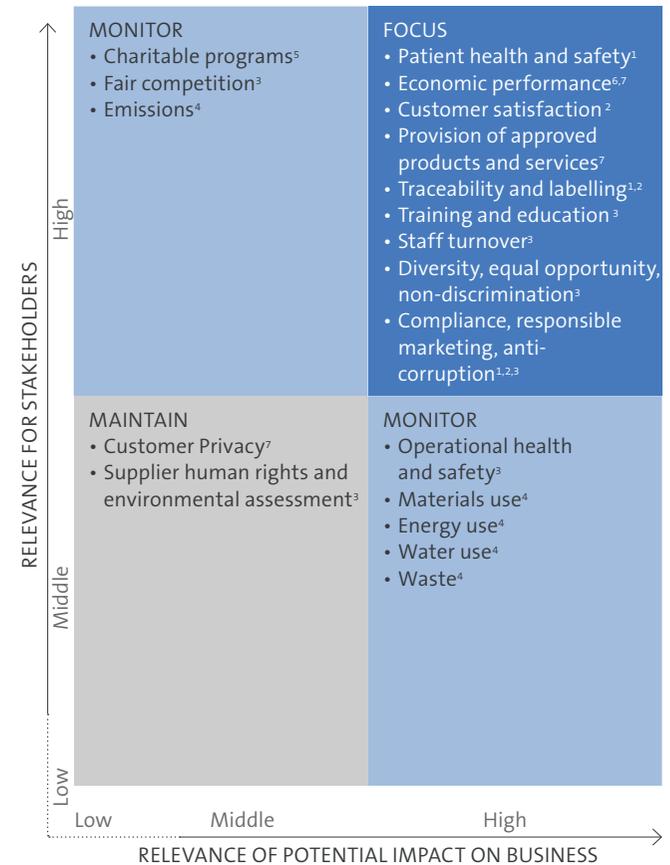
Identifying and addressing relevant/material sustainability topics that present risks or opportunities to our business is important for our long-term success and is closely linked to our business processes and stakeholder communications. Each year, we conduct interviews with senior managers across the company – in alignment with the provisions of the Global Reporting Initiative (GRI) Principles for Defining Report Content – to determine the most pertinent sustainability issues for the Straumann Group and our stakeholders. The chart on the right gives an overview of the sustainability topics found to be most material for our business success (horizontal axis) and the interests expressed by our stakeholders, which include customers, employees, investors and community representatives (vertical axis). The materiality of our sustainability topics did not change significantly in 2017.

STAKEHOLDER ENGAGEMENT

Open communication and interactive dialogue with our stakeholders is an important part of responsible corporate behavior at Straumann. Interests expressed by our customers include assistance from Straumann in growing their businesses and establishing their specialist reputations. Dental service organizations are also interested in affordability and ethical practices. Employee feedback has indicated interest in professional development and work/life balance. Charitable partner organizations are interested in continuing sponsorship relations and agreed goals. Shareholders are interested in share price development, and socially responsible investment professionals are additionally interested in performance on sustainability topics.

In this report, we discuss the processes and results of performance-relevant dialogues with stakeholders on whom we have an impact. The material sustainability topics are addressed in the following sections on customers, employees, communities, and environment.

SUSTAINABILITY MATERIALITY MAP



This page addresses GRI disclosures 102–43, 102–44, 102–46, 102–47. Information on material sustainability topics is provided in the following places:

- 1 Risk Management, p. 60
- 2 Customers, p. 71
- 3 Employees, p. 77
- 4 Communities, p. 82
- 5 Environment, p. 88
- 6 Operational performance, p. 43
- 7 Appendix, Global Reporting Initiative, p. 205 ff.

Customers

Significant gains, thanks to total solutions and price options

IMPRESSIVE CUSTOMER GAINS

Excluding acquisitions, our existing customer base expanded by 8% in 2017. All regions and segments grew well with highest growth in Latin America.

In addition to attracting new customers through starter courses and education programs, we gained clients through acquisitions. ClearCorrect added orthodontists and general practitioners, mainly in North America, while Dental Wings brought in laboratory customers and GPs around the world. We also gained new customers through distributor acquisitions, for instance in Iran and Turkey. However, the most significant gains were through our existing business in all regions. This success has come through innovation and comprehensive solutions – including tapered implants, premium and attractively priced options, sales excellence and value-added services.

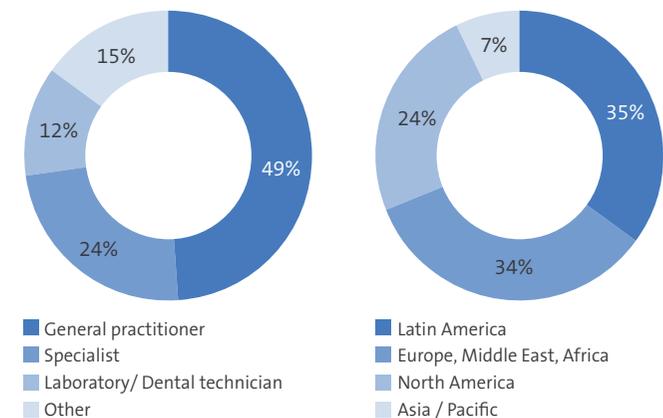
SERVING CUSTOMERS DIRECTLY

We serve customers directly through sales and marketing professionals, most of whom are highly trained sales representatives or service staff. This approach adds value for customers and helps us to identify, manage and learn from their needs. In 2017, we continued the global training program to enhance the effectiveness of our sales representatives and to help our customers improve their businesses.

A DEDICATED UNIT TO SERVE CORPORATE CUSTOMERS

Dental chains and networks are an increasingly important customer group, particularly in North America and Europe. They range from local practice groups to international networks of fully integrated clinics with significant purchasing power and influence. As customer consolidation continues, a larger portion of our business will be determined by a smaller number of corporate customers with special needs, including premium and non-premium ranges, private-label lines, logistics services, support for international expansion, increased efficiency, digital workflows, guided surgery, simpler, faster treatments, etc. Dental service organizations (DSOs) also require

STRAUMANN'S CUSTOMERS BY SEGMENT (LEFT)
AND BY REGION (RIGHT)



Customers of the Straumann Group are spread over more than 100 countries and include general dentists, specialists (oral surgeons, periodontists, prosthodontists, orthodontists), dental technicians/ laboratories as well as corporate customers such as dental chains, distributors, hospitals and university clinics (labelled 'others' in this chart).

support with education to ensure quality and to train young dentists who have little exposure to implant dentistry. Straumann SMART helps to address this need.

In view of the scope of these requirements and the size of the business, we established a dedicated unit to address the needs of dental service organizations (DSO). In 2017, the team successfully clinched several important agreements to supply DSOs on both sides of the Atlantic.

BUILDING THE NEXT GENERATION OF CUSTOMERS

Long-term success and patient satisfaction depend on the education and experience of the dental professional. Straumann offers a broad educational program around the world, covering all proficiency levels and relevant specialties. Teaching is provided mainly by ITI specialists and in collaboration with leading universities. Neodent also offers a broad educational program covering all levels and relevant specialties with its partner, the ILAPEO.

ADDRESSING THE GENERAL PRACTITIONER SEGMENT

Market research indicates that more implants will be placed by GPs than by specialists in the near future¹. To increase our access to GPs, we continued our successful education partnership with Engel Institute in the US. To extend our geographic reach and to cater for DSOs, we have developed the Straumann SMART education concept, which we piloted in 2017. It is the result of extensive customer research and has been designed with the learning needs of working dental professionals in mind. Together with the ITI's Online Academy, it offers blended learning opportunities, including online modules and hands-on tuition.

We also continued the Straumann Peer-to-Peer Program, which extends from personal coaching to clinical events, at which highly experienced implantologists share surgical techniques and experience with their peers.

ADDRESSING THE SHIFT IN GENDER

The fact that more women are graduating from dental school than men^{2,3} will affect the dental markets in the mid to long term. We have been working on several initiatives to address the implications of this trend and intensified our [Women in Dentistry initiative](#) (WIN) to bring female dentists in private practice and academia together in order to network, encourage, support, mentor and gain deeper insights into the needs of this important customer group.

We offer a broad educational program around the world, covering all proficiency levels and relevant specialties.

We intensified our Women in Dentistry initiative.

CUSTOMER DIALOGUE

Large-scale general customer perception-pulse studies are costly and have limited value for us in contrast to our primary sources of customer feedback, which include:

- Direct contact through our sales force
- Scrupulous complaint management, evaluation and reporting
- Market acceptance tests and limited market releases, in which feedback is obtained from specific customer groups prior to the launch of new products – for example the limited market release of Neodent's GM implant system with key opinion leaders in the US and in Europe, which yielded very positive feedback on the system, its clinical performance and the training sessions.
- Post launch tests (e.g. to check the effectiveness of our marketing messages) and expert meetings, including customers who have been involved during development.

The feedback gained through these channels is processed and used to refine products and their use.

THE DIGITAL APPROACH TO CUSTOMERS

Digitalization is transforming the solutions we offer and the way we do business and interact with customers.

E-COMMERCE AND DIGITAL MARKETING

In 2017, we invested further in e-commerce platforms and developed a single Straumann Group e-shop for all our brands, which will launch in 2018, adding convenience for customers and enabling them to obtain everything from one place. In addition, the e-shop increases efficiency and enables our sales teams to provide a different level of service, for instance reallocating their time to new customers and products/solutions that need explanation. In some countries, a large portion of our sales is through the e-shop. An important advantage of e-commerce and digital platforms is that they tell us about customer purchasing patterns and enable us to address their needs proactively.

Digital content marketing campaigns are increasingly important for reaching our customers, addressing their information needs and collecting feedback. We are active on main social media channels, targeting hundreds of thousands of users with customized-content marketing campaigns. Reach and cost effectiveness make these channels more attractive than traditional platforms like international congresses, which have begun to lose their importance for disseminating scientific results and product-related information. The same applies for classical

Digitalization is transforming the solutions we offer and the way we do business and interact with customers.

We target hundreds of thousands of users on social media with customized marketing campaigns.

print advertising and marketing, which is why our spending on digital campaigns is growing continuously at the expense of traditional outreach methods.

We are also investing significantly in software tools and new capabilities. For instance we are experimenting further with mobile apps, which could offer opportunities in customer education and are likely to change the patient's role in care and treatment.

Digital workflows are generating increasingly large amounts of data that have to be managed, shared and retrieved. This is both a challenge and an exciting opportunity, especially in view of our digital capabilities with Dental Wings.

Towards the end of the year, we acquired a small entrepreneurial software company in the US that has developed a communication platform for specialists and referring dentists, which facilitates the patient referral process. This fosters networking, assists doctors and increases transparency and safety by improving communication.

SAFEGUARDING COMPLIANCE IN THE INTEREST OF PATIENTS

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.

STRAUMANN AND THE ITI: A PARTNERSHIP FOR THE BENEFIT OF PATIENTS

For almost 40 years Straumann has been working closely with its academic partner, the International Team for Implantology (ITI), with the goal of ensuring reliable long-term implant dentistry solutions for patients. Within this partnership, the primary focus of the ITI is on the promotion and dissemination of knowledge about implant dentistry as well as supporting innovative research in this area.

As a global organization with 27 regional and country sections, the ITI serves its membership by fostering learning, networking, discussion and exchange through events such as the ITI World Symposium that was last held in Basel in 2017 and drew more than 4800 participants. Steady growth underlines the success of the ITI's undertakings. At the end of 2017, the organization achieved an all-time high of almost 17 000 fee-paying Fellows and Members.

**We are investing significantly
in software tools and new
capabilities.**

OUTLOOK

Our goal is to continue converting and retaining substantial customers in addition to building and supporting the next generation of implantologists. We will continue to invest in education, e-commerce and digital marketing rather than in traditional channels. We expect to roll Straumann SMART out and to continue initiatives that address GPs and female dentists. Although we plan no further large-scale customer perception-pulse studies, we do expect to conduct selective surveys in certain countries in 2018.

FOOTNOTES & REFERENCES

- 1 Exevia, 2014, based on market research data in Germany, Italy, Spain and the US.
- 2 Distribution of dentists in the US, by region and state, 2009. America Dental Association. 2011 Apr.
- 3 FDI Oral Health Atlas p. 61.

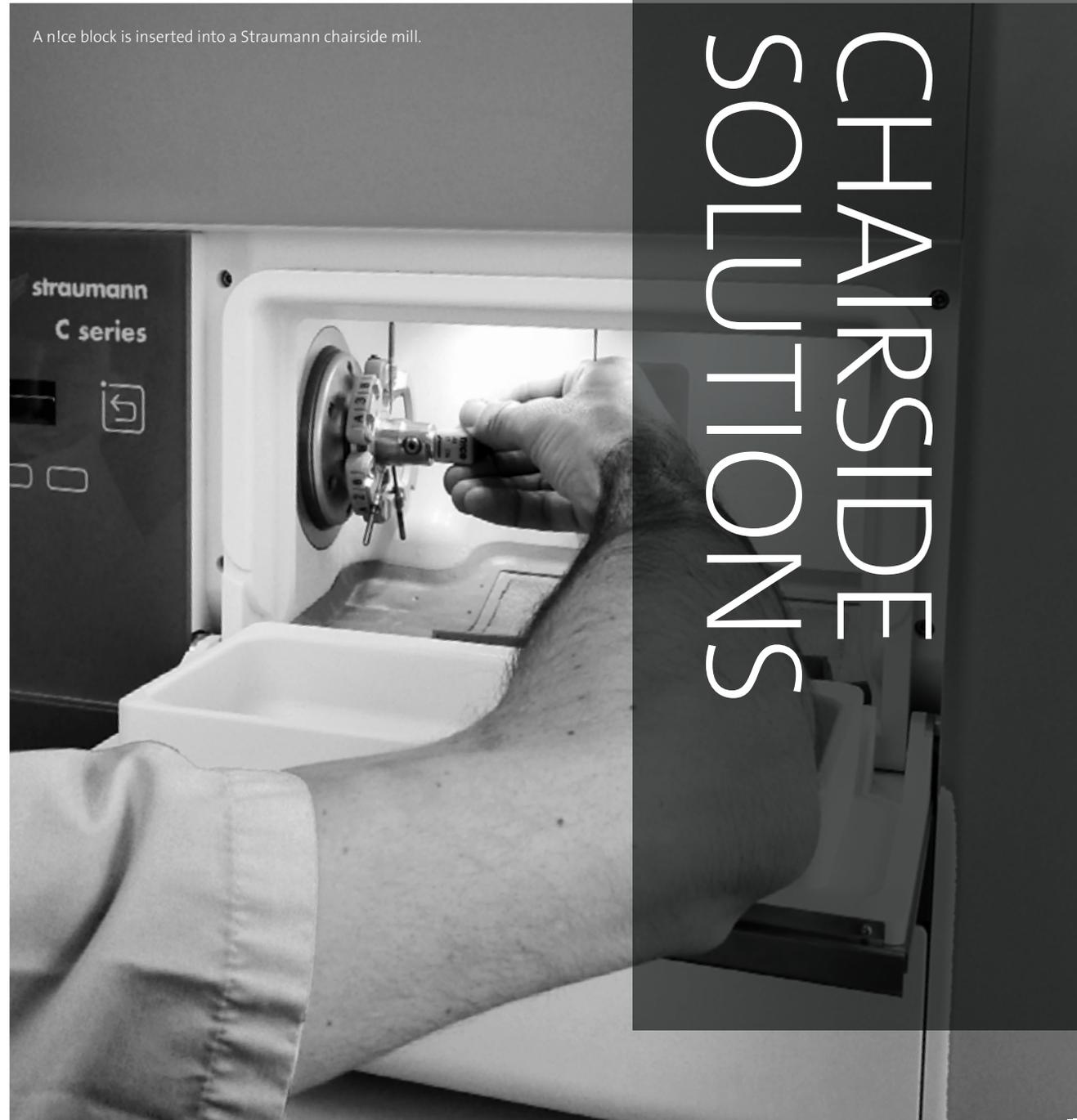
Predictable outcome thanks to a validated workflow

Launched at the 2017 IDS, Straumann's chairside solution enables dentists to produce their own CAD/CAM prosthetic crowns from ceramics and other materials while the patient is still in the chair. The keys are an intraoral scanner to take an impression of the patient's teeth, a chairside milling machine and CAD/CAM software.

Through partnerships with Dental Wings, 3Shape and Amann Girrbach, we now offer high-performance intraoral scanners and the compact Straumann C series chairside milling machine. Scanners and mills are linked by our powerful CARES software, which designs the crown and can route the data to other milling machines, a lab or a milling center.

We also provide a wide range of milling materials including nIce, our convenient, esthetic glass ceramic. A key selling point for our chairside solution is that the workflow is validated and everything is available from a single source with Straumann service and support.

A nIce block is inserted into a Straumann chairside mill.



CHAIRSIDE
SOLUTIONS

Employees

Diverse, highly engaged and proud to work for Straumann

The strength, diversity and spread of our global team increased more in 2017 than in any previous year, reflecting our strong growth in terms of volumes, customers, geographic reach, locations and product portfolio. We added more than a thousand employees, bringing our headcount to 4881. The incorporation of Equinox, Medentika, Dental Wings and ClearCorrect added 479 employees. The remainder were added through internal expansion, mainly in Brazil, Switzerland and the US, largely in production.

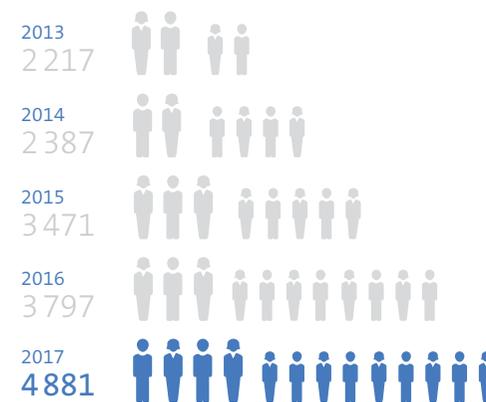
The strategic importance of human resources has increased and resulted in the reorganization of our Global People Management & Development department, which is now represented in the Executive Management Board.

Apart from the creation of new jobs, our largest investment in people in 2017 was the continuation of our Cultural Journey and initiatives to encourage and to create a culture that fosters constructive behavior, collaborative leadership and high performance. We made good progress with extending the training program that began in 2015, introducing it in China and Latin America. We would have come close to our target of 40% staff participation, had it not been for the rapid expansion of our organization. Our intention is to extend the program to all employees over time.

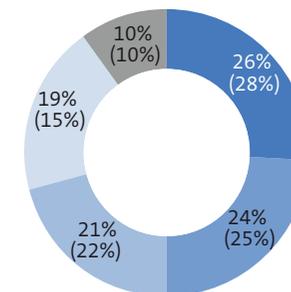
The key to achieving our aspired culture lies in the player-learner mindset and our core behaviors, which is why we have included behavioural assessments in the staff performance management process and have been building up training modules to help in areas where improvement is needed.

One important initiative was to create a program to strengthen commercial thinking and entrepreneurial excellence, driving our core behaviors of 'being agile', 'creating opportunities' and 'taking ownership' at multiple levels in the organization. We piloted and adjusted the program in 2017 and will roll it out in 2018.

EMPLOYEES

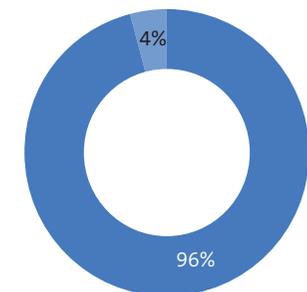


EMPLOYEES BY REGION



- Latin America
- Rest of EMEA
- Switzerland
- North America
- Asia/Pacific

EMPLOYMENT



- Full time
- Part time

Numbers in brackets refer to 2016.

HIGH ENGAGEMENT, STABLE TEAM

Regular meetings between the Executive Management and various focus groups – including the Cultural Change Champions – provide open and constructive dialogue as well as direct feedback on staff engagement. During the year, 23 general staff meetings were held with the CEO in 15 countries in addition to 20 informal small group sessions in Basel.

Our annual staff survey is an important indicator of our cultural progress and staff engagement. Using the same questionnaire for a second consecutive year, we obtained a higher response rate (61%) and an improvement in all but two areas, which remained constant at very high levels (see p. 79). The biggest gains were in the areas of feedback from superiors, development opportunities, teamwork and the company's culture. These improvements correlate to actions prompted by the previous survey (see 2016 Annual Report p. 104).

The key issues raised this year are the availability and effective use of resources, empowerment of middle management, further education/development opportunities and workload management. The Strategic Management team is to identify and implement specific actions with their teams to address these.

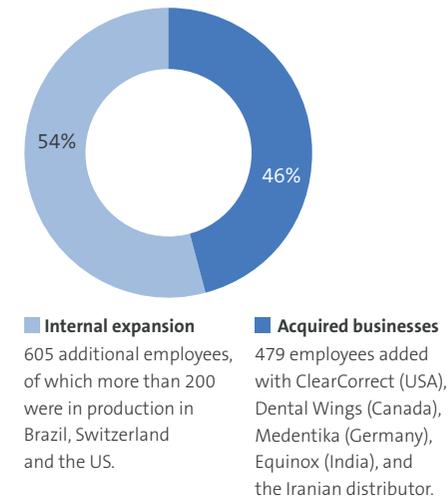
Staff turnover, which is another important indicator of employee satisfaction, amounted to 12%. Our goal is to reduce this in 2018.

DEVELOPING SKILLS AND ENSURING SUCCESSION

Training and development are essential to meet the requirements for an international company in the medical device industry and are keys to attracting and retaining top performers. In addition to introductory product and technical training, we continued to offer updates and refreshers to staff who have been with the company for some time.

We extended our staff training and education programs considerably in 2016, when the overall investment and number of training days increased significantly. The former increased further and the latter remained constant in 2017, as we continued our cultural change and high-performance programs.

EMPLOYEES ADDED BY BUSINESS AND GEOGRAPHY



We extended our staff training and education programs considerably.

STRATEGIC MANAGEMENT DEVELOPMENT (SMD)

Our SMD process involves senior management, staff in key positions, and future leaders. It reviews leadership, performance, behavior, and career potential as a basis for development, deployment, and succession planning. In 2017, we broadened the scope to include the leaders of business-critical roles. For several years, our goal has been to fill at least 50% of business-critical and key management positions with internal candidates.

GLOBAL DEVELOPMENT PROGRAM (GDP)

This 18-month program identifies and develops future leaders with a view to filling our succession pipeline. It is for members of junior to middle management who have leadership talent and aspirations. It involves real-life business assignments, assessments and mentoring by top management. In 2017, it included eight participants and a further eight were selected for the next cycle.

PROFESSIONAL CAREER DEVELOPMENT

The 'my.career' initiative is designed to provide inspiration and guidance for a long fulfilling career in the Straumann Group, including expert career paths or lateral and cross-departmental moves. Due to the workforce expansion and increase in other human resource activities it was not possible to extend this initiative as foreseen, although this is our aim in the future.

We maintained our apprenticeship, internship and Corporate Graduate Programs in 2017, with the aim of offering jobs to as many participants as possible.

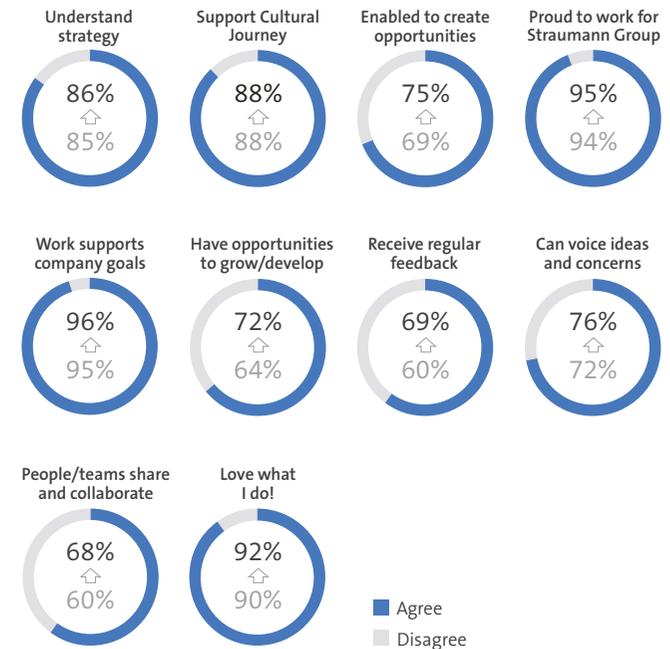
A BETTER PLACE TO WORK

One aspect of our Cultural Journey is to encourage and enable our staff to make Straumann 'an even better place to work'. One example of this is the continuing 'We Care' initiative, which started in 2016 and seeks to promote health at work.

DIVERSITY AND EMPLOYEE PROTECTION

In 2017, we significantly broadened our cultural diversity by acquiring or incorporating companies in Canada, Germany, India, Iran and the US, in addition to expanding our subsidiaries in China, Russia and Latin America. 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 generally strong, with 45% female employees.

GLOBAL PULSE CHECK RESULTS



95% of staff are proud to work for the Straumann Group.

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

RESPONSIBILITY AND ETHICAL BEHAVIOR

The Straumann Group's Code of Conduct defines our expectations for ethical behavior in all our business activities. It prohibits bribery, corruption, unfair competition, misleading marketing and unequal treatment based on gender, race, religion or sexual orientation. Companies that the Group acquires and consolidates are required to adopt and implement the Group's Code of Conduct. In the great majority of cases the Code is an integral part of our employment contracts. In the small proportion of instances where this is not the case, we are introducing a standard process to ensure that colleagues provide signed confirmation that they will uphold the code.

Employees are obligated to report any violation, suspected violation or misconduct. In 2017, one Code of Conduct violation was reported, which led to dismissal, and two claims of discrimination were made.

Health and safety training and awareness are given due importance throughout the Group, and no workplace fatalities or serious accidents were reported in 2017. One colleague was suddenly taken ill at work and tragically passed away in hospital soon afterwards. The cause was not work-related.

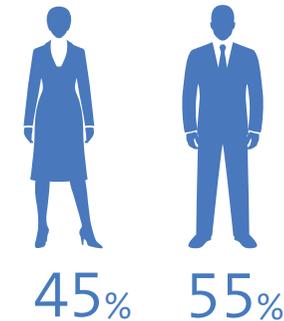
OUTLOOK

In 2018, we will add staff in all our new subsidiaries. We also expect to add people to drive the international expansion of our orthodontics business. These additions together with acquisitions, like SDS in Portugal, will contribute to the continuing internal growth of our global team.

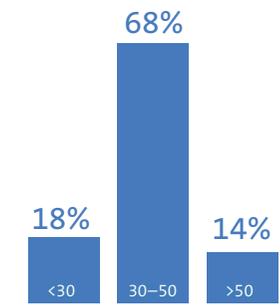
One of our main challenges will be to integrate the new additions into our organization and Cultural Journey, ensuring that we foster the dynamism and agility of young companies like ClearCorrect. We therefore expect to maintain our high level of investment in training and education. A key initiative will be the roll-out of the entrepreneurial excellence program that we developed in 2017 to foster a commercial mindset. In view of our significant expansion in 2017, we no longer foresee a cultural inventory re-assessment on a global level in 2018; regional and local inventories will be optional. We will continue doing our annual global pulse check.

This page addresses GRI disclosure 102–41.

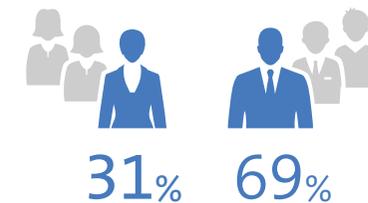
GENDER



AGE



LEADERSHIP BY GENDER



HUMAN RESOURCES KEY FIGURES

Parameter		Unit	2017	2016	2015
Staff size	Employees	Total headcount	4 881	3 797	3 471
		Full-time equivalents	4 811	3 729	3 235
Employment type	Part-time employees	% of headcount	4	6	6
Gender diversity	Women in general staff (excl. Mgmt)	%	47	50	45
	Women in management ¹	%	31	25	21
	Women in SMD pool ²	%	26	31	28
Training and education	Investment in staff learning ³	CHF million	3.9	3.1	2.6
	Average annual training & learning	Days/employee	4	4	3
Turnover and absence	Staff turnover ⁴	%	12	12	9
	Absence rate due to sickness ⁵	%	4	3	4
	Absence rate due to workplace accidents ⁵	%	0	0	0
	Work-related fatalities	Number	0	0	0
Employee protection	Reported cases of discrimination/harassment	Number	3	0	0

- 1 Job position "Manager" and all levels above.
- 2 Strategic Management Development group.
- 3 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.
- 4 Includes resignations and terminations.
- 5 Switzerland only. Proportion of absence time compared to target working hours.

STAFF STRUCTURE BY CATEGORY AND AGE GROUP

Age	<30	30–50	>50	Unit	2017
General staff (excl. Management)	18	55	10	% of headcount	83
Management ¹	0	13	4	% of headcount	17
TOTAL	18	68	14		100

- 1 Job position "Manager" and all levels above.

Communities

Bringing smiles to those in need

Our biggest contribution to the community is the provision of safe, effective, lasting solutions that enhance well-being and quality of life. Every year Straumann Group products help more than one-and-a-half million people, creating smiles and restoring confidence.

In spite of this, we acknowledge that millions of people do not have access to even basic dental care, which motivates our support for initiatives that make dental treatment and oral healthcare available to the underprivileged. Like most of our charitable activities, these are connected to dentistry – since this is where we can make a meaningful difference. In 2017, we evaluated more than 50 requests and supported 18, of which the major initiatives are listed in the table on p. 84.

SUPPORT FOR THE UNDERPRIVILEGED

Straumann AID (Access to Implant Dentistry), which started in 2007, is a global initiative to help underprivileged patients who are in need of treatment but cannot afford it. It relies on collaboration with dentists who provide the implant treatment without charge, while we donate the relevant products.

In addition to this program, we supported various charitable groups with a similar aim. For example the 'Rebuilding Smiles' initiative in Australia, which provides free dental work to women and children who have suffered dental damage in domestic violence, and the Capital Area Dental Foundation in Texas, which connects patients in need with volunteer dentists.

OUTREACH IN DEVELOPING REGIONS

Elsewhere, we continued to support basic dental care initiatives, mostly in developing regions. We are grateful to our dental partners – many of whom are volunteers – for their devotion and for ensuring that the funds are used efficiently.



Now in its 2nd year, Neodent's Neo Sorrisos mobile clinic travelled 6 000 kilometers in 2017, to bring free help to patients in 10 cities in Brazil. Thanks to the voluntary support of 140 dentists more than 2 300 patients were seen in 2017.



One of the thousands of smiles brought to ectodermal dysplasia patients through our 13-year partnership with the NFED.

HELPING ECTODERMAL DYSPLASIA (ED) PATIENTS

In addition to other symptoms, ED sufferers typically have severely malformed or missing teeth from infancy, and their dental treatment is rarely covered by insurance. We provide free implants and prosthetics to ED patients around the world and, since 2004, we have collaborated with and provided financial support to the National Foundation for Ectodermal Dysplasia (NFED), a US-based non-profit organization that helps patients and their families by networking with surgeons who volunteer their services.

SUPPORT FOR YOUNG DENTISTS

We continued to sponsor four young dental students who are connected with charitable projects that we support in Cambodia and Nicaragua. Our hope is that these students will help to address the huge local need and to sustain the respective projects.

All the aforementioned projects focus on dentistry and promote Straumann's reputation among stakeholders as a caring, responsible corporate citizen. This supports our business and thus adds value for our shareholders.

CLEAR PRINCIPLES AND GOALS

Our Corporate Sponsoring Committee evaluates requests and initiatives according to clearly defined principles and policies, and reports periodically to the Executive Management. We set clear goals and look for continuity as well as sustainability in the projects we support, which is reflected in our long-standing relationships and commitments.

OUTLOOK

We will continue our support for charitable activities in the dental field, focusing on education programs, as well as initiatives and projects that provide access to dental treatment for needy people. We also plan further sponsored events, for example to treat edentulous patients who are unable to afford tooth replacement treatment. In addition, we will organize the biennial Straumann-botiss Young Pro Award in 2018, which encourages talented young dentists in the field of regenerative dentistry.



Youngsters in Myanmar received dental check-ups, sponsored by Straumann in partnership with the Swiss charity 600Kids.



Pure smile creation: This child has just been treated for a cleft palate in a project supported by Straumann in Indonesia.

MAIN INITIATIVES AND PROJECTS SPONSORED BY STRAUMANN IN 2017

Region	Lead partner	Objective ¹	Status/results
Australia	Rebuilding Smiles	Free dental work for women and children dentally affected by domestic violence	2017 donation
Bolivia	FCSM Zahnmedizin für Latein Amerika, Germany	Support for dental practices in remote areas	2017 donation
Brazil	Neodent	Neo Sorrisos mobile clinic; dental care for underprivileged individuals	Ongoing project since 2015 , 193 volunteer dentists; 3629 patients treated
Cambodia	'Hope for All' Clinic	Dental student scholarships and clinic support	Support ongoing since 2007, three students fully supported
Cook Islands	Medizinische Hochschule Hannover, Germany	Dental outreach project	2017 project completed
Ecuador	FCSM Zahnmedizin für Latein Amerika, Germany	Support for dental practices in remote areas	2017 donation
Germany	Förderverein für krebskranke Kinder, Freiburg	Cancer research and support	2017 donation
Indonesia	Dharma Wulan Foundation	Treatment for children suffering from dento-facial (cleft) deformities	Ongoing project
Kenya	Dentists for Africa	Dental outreach project	2017 donation
Madagascar	Secours Dentaire International, Switzerland	Improve standard of hygiene in a charity run clinic	2017 project completed
Myanmar	600Kids, Switzerland	Dental treatment for children in the delta region	Five-year project ongoing
	University of Witten/Herdecke, Germany	Dental outreach project	2017 project completed
Nicaragua	Sonrisa Foundation, Switzerland	Free dental care for orphaned children; dental student scholarship	Ongoing since 2006
USA	American Red Cross	Hurricane relief	2017 donations
	Capital Area Dental Foundation	Treatment for underprivileged individuals	2017 donation
	National Foundation for Ectodermal Dysplasia	Financial support, treatment and PR	Support ongoing since 2004
Third-world countries	RISE Against Hunger	Food packages for kids in third world countries	2017 donation
Other	Straumann AID	Free products for underprivileged individuals	Ongoing program

1 In each case clear prerequisites and goals were set.

Global production & logistics

Multitasking to handle significant volume, portfolio expansions and new technologies

BALANCING GROWTH WITH QUALITY AND SERVICE REQUIREMENTS

Our production and logistics capabilities were stretched considerably in 2017 to cater for continuing double-digit expansion in all our businesses as well as the launch of multiple new products, which added more than 1 000 articles to our portfolio. However, thanks to the professionalism, creativity and flexibility of our team, we succeeded in meeting demand without compromising our high quality standards and service levels. At the same time, we achieved a further increase in productivity by reducing raw material costs, introducing a third production shift, upgrading machines and using more efficient turning strategies.

CATERING FOR A STREAM OF PRODUCT LAUNCHES

In addition to meeting increasing demand for key growth drivers like Straumann's BLT and Variobase ranges, we had to cater for portfolio extensions, including new ceramic materials, angulated prosthetic solutions, sterile screw-retained abutments, and our new two-piece ceramic implant, which required particular manufacturing expertise. In Brazil, Neodent ramped up production of its GM implant system, which encompassed more than 450 articles just for the initial launch. Elsewhere, our CAD/CAM plants added new materials, including high translucent, ultra-high translucent and multi-layer ceramics.

CAPACITY EXPANSION

Current and future volume requirements make it essential to expand capacity expediently. We added space at our plants in Curitiba (BR) and Andover (USA) and we are working on a new building in Villeret (CH), which will enable us to double our development capacity in addition to increasing output. Construction will start early in 2018 and we are renting extra space locally until its completion. Projected output increases are shown in the chart on the right. In CAD/CAM, we set up a new milling centre in China, which will open in the first half of 2018.

We added more than 1 000 articles to our portfolio and achieved a further increase in productivity.

Facility	2017	2018	2019	Output increase
Villeret (CH)				+70%
Andover (US)				+60%
Curitiba (BR)				+35%

■ New building modification ■ Additional machine capacity or working hours

NEW TECHNOLOGIES

New technologies open the door for us to produce prosthetic designs that are too intricate for traditional milling techniques. The combination of selective laser melting (for design flexibility) with conventional milling (for precision connections) is one example. We completed the proof of concept using this hybrid approach to produce screw-retained bars and custom abutments with angulated screw channels. We also experimented with bionic structures for high-strength, low-weight screw-retained bars and bridges.

Our project to manufacture ceramic implants by injection moulding is moving forward and we have made good progress in developing a material that offers both high-strength and surface treatment for enhancing osseointegration.

Another highlight in 2017 was the arrival of new 3D printing equipment for piloting production of ceramic crowns and bridges. In the future, such a process could also include color gradients in order to achieve the natural tooth appearance. Apart from this, we completed and started the production line for our proprietary glass ceramic material n!ce.

UPGRADING OUR INFRASTRUCTURE

The new Manufacturing Execution System that we began implementing in 2016 is now operational in all areas and was crucial for integrating the large number of new articles in such a short period.

NEW WORKFLOWS FOR LOGISTICS

The biggest challenge for our logistics department was to manage the volume growth and to integrate the large number of new products. Continued process improvements and capacity expansion enabled us to maintain our high service levels, while the addition of an efficient drop-shipment process prevented bottlenecks in the physical flow of goods.

OUTLOOK

Our projects to expand production and development will be a key priority in 2018. Another important focus will be to shorten development cycles to manage the significant number of new articles. Finally, and importantly, when new technologies are proven feasible we need to translate them into products and solutions that will add value for customers and patients.



Neodent's extended production facility in Curitiba (both images above).



Architect's draft of Straumann's future production building in Villeret.

STRAUMANN'S PRODUCTION SITES

Location	Products	Markets	Certification	Staff
Villeret, Switzerland (Straumann)	Implant systems	Global	ISO, FDA, Anvisa, MHLW	504
Andover, USA (Straumann)	Implant systems	Global	ISO, FDA, Anvisa, MHLW	141
Curitiba, Brazil (Neodent)	Implant systems	Global	ISO, FDA, Anvisa	392
Renningen, Germany (Medentika)	Implant systems	Global	ISO, FDA, MHLW	23
Mumbai, India (Equinox)	Implant systems	India, neighboring countries	ISO	41
Markkleeberg, Germany (Straumann)	CADCAM prosthetics	Europe	ISO	76
Arlington, USA (Straumann)	CADCAM prosthetics	USA	FDA	41
Narita, Japan (Straumann)	CADCAM prosthetics	Japan (Asia)	ISO	16
Shenzen, China (Straumann, Dental Wings)	CADCAM prosthetics Digital equipment	China Global	CFDA	8
Montreal, Canada (Dental Wings)	Digital equipment	Global	ISO, FDA, Anvisa, MHLW, HC, MFDS, TGA	22
Round Rock, USA (ClearCorrect)	Clear aligners	Global	ISO, FDA	85
Malmö, Sweden (Straumann)	Biomaterials	Global	ISO, FDA, Anvisa, MHLW	32

Environment

Keeping check on an expanding footprint

The Straumann Group fosters a high-performance culture that is committed to the efficient use of energy and resources. We understand that sustainable development and environmental stewardship are global issues that need to be tackled collectively. We monitor our environmental performance regularly to understand the impacts associated with our operations, and to identify opportunities to reduce our impact on the environment. Compared with most manufacturing companies, the impacts associated with our operations are relatively minor. We do not produce dental filling materials nor surgical equipment, and thus do not use significant amounts of heavy metals such as mercury, lead, or manganese, which are often present in the production processes of manufacturers serving the dental industry. Nonetheless, we uphold our commitment to operate in an environmentally responsible manner. To do so, we focus on areas where Straumann has the greatest leverage. Our key priorities include resource efficiency, energy and water consumption, and waste management.

ENVIRONMENTAL MANAGEMENT

Our product portfolio has expanded considerably in recent years and today includes titanium and ceramic dental implants; ceramic, metal and polymer prosthetic elements; polymer orthodontic aligners; and biomaterials for tissue regeneration. We also assemble and distribute scanners and milling machines which are manufactured by third parties.

Dental implants remain our principal product. They are produced from titanium rods or titanium-zirconium alloys on CNC lathes. In the manufacturing process, cutting oil is used as a cooling agent, followed by sand-blasting, acid etching, cleaning, packaging, and sterilization. Our most significant environmental impacts occur in production processes and to a much lesser extent in research and development.

Environmental stewardship is embedded in the guiding principles of our Code of Conduct, which encourage management and employees to integrate environmental protection into their daily responsibilities. To promote the same among our suppliers, we use a Supplier Code of Conduct that specifies our expectations concerning environmental protection, in addition to social and legal requirements.

We are committed to the efficient use of energy and resources.

Management and employees are encouraged to integrate environmental protection into their daily responsibilities.

Being part of the medical device industry, the Straumann Group is subject to stringent regulations. Strict quality-control protocols as well as analysis of raw materials ensure that manufactured products are safe and effective. We fully document all manufacturing processes to provide traceability. Beyond these regulations, we monitor energy consumption and resulting greenhouse gas emissions, we certify environmental management systems to ISO 14001, and we communicate our progress over time. By participating in the Climate Change program of the Carbon Disclosure Project (CDP), we provide further transparency to stakeholders and regularly report our greenhouse gas emissions and reduction initiatives. In 2017, we achieved the 'Awareness' level of disclosure, reflecting our efforts to reduce emissions and identify climate change-related risks and opportunities.

The Straumann Group expanded considerably in 2017 through the acquisitions of ClearCorrect and Dental Wings, which we have already been able to include in our environmental performance reporting. As a result, this report is based on data for our Group headquarters in Basel, Switzerland, and all production sites in operation during the reporting year: Villeret in Switzerland; Markkleeberg and Renningen in Germany; Malmö in Sweden; Andover, Arlington and Round Rock in the United States; Curitiba in Brazil; Narita in Japan, Montreal in Canada and Shenzhen in China.

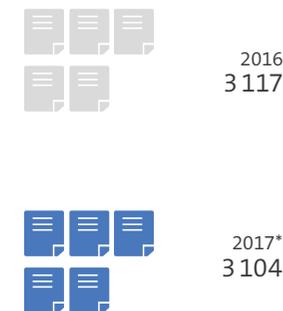
RAW AND OPERATING MATERIALS

In 2017, we achieved the strongest growth for several years and added more than a thousand items (SKUs) to our portfolio. The significant increase in volumes of implants, abutments, and CAD/CAM prosthetic solutions sold led to a corresponding rise in raw material and energy consumption. To cater for increasing demand we added new machinery in Curitiba, Andover and Villeret, leading to a significant rise in machine oil consumption, and we increased manufacturing space, adding to our electricity and heating consumption. The incorporation of ClearCorrect added another relevant raw material: photopolymers, which are used in the production of orthodontic aligners.

We pursued various initiatives to reduce paper consumption and waste in 2017, including the manufacturing execution system (MES) in Villeret, which was initiated in 2016. This was rolled out fully in 2017, reducing administrative burden and minimizing paper consumption. The increase in refuse was due to packaging materials supplied with new machinery, office refurbishing and the clearance of old materials to provide space for additional staff.

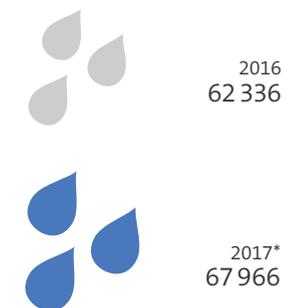
We have already included our new acquisitions into our environmental reporting.

PAPER CONSUMPTION PER CAPITA (sheets)



-0.4%

WATER (m³)



+9%

* 2017 figures exclude new sites.

ENERGY USE AND GREENHOUSE GAS EMISSIONS

Energy consumption developed roughly in line with increasing production volumes. On a per capita basis electricity and heating energy consumption went down slightly, supported by continuous improvement measures. One example includes the installation of meters on high consumption machinery and LED lighting in Villeret, which is expected to save over 85 000 kWh annually. We finished insulating our production facility in Arlington, which reduced the consumption of energy for air conditioning by more than 60%.

The Group also recognizes the impact of employee commuting. In 2017, employees in Basel once again participated in ‘Bike to Work’, a campaign that encourages people to commute to work by bicycle or on foot for at least one month. At the Biora facility in Malmö, employees are encouraged to develop fresh ideas to reach environmental objectives. One initiative was ‘Car Free Days’, which challenges staff to commute by public transport, bicycle, or carpooling on certain agreed days. For every employee that participated, Biora planted a tree in Africa, where the effects of climate change are very tangible. More than 70% of the staff took part in the challenge in 2017.

OUTLOOK

We expect our operations, scope and spread to increase as we pursue our growth strategy, and our environmental footprint will stretch accordingly. Reducing our impact on the environment will require further commitment and innovative initiatives. To help offset our increased energy consumption, we have been evaluating the installation of photovoltaic panels at certain locations. Apart from this, we have increased our data collection efforts to new sites, because measurement is the first step to effective management.

**LED lighting is expected to save
> 85 000 kWh annually in Villeret.**

TITANIUM RECYCLING (tons)



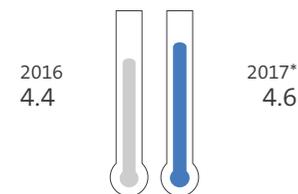
+17%

REFUSE (tons)



+24%

HEATING ENERGY (GWh)



+4.5%

CO₂ EMISSIONS PER CAPITA



-3%

* 2017 figures exclude new sites.

ENVIRONMENTAL KEY PERFORMANCE FIGURES

		Performance indicator	Unit	2017 (incl. new sites)	2017 (excl. new sites)	2016
Product raw materials 	Titanium	Consumption	tons	44.63	40.58	27.51
		Recycling (consumption minus product)	tons	18.25	16.53	14.12
	Cobalt chrome	Consumption	tons	6.64	6.04	5.39
		Recycling	tons	2.20	2.05	1.54
	Zirconia	Consumption	tons	4.66	4.66	3.58
Photopolymers	Consumption	tons	27.36	0	0	
Operating materials 	Various oils	Consumption	tons	120.09	118.09	78.15
		Recycling	tons	77.71	75.21	58.94
	Cleaning solvents	Consumption	tons	49.69	48.14	44.12
		Recycling	tons	30.07	30.01	26.47
	Acids	Consumption	tons	67.58	67.40	64.61
	Paper	Consumption	million sheets	6.79	6.31	5.56
		Per capita ¹	sheet/employee	2 885	3 104	3 117
Energy 	Electricity	Consumption ²	MWh	30 864	29 181	25 640
		Per capita ¹	MWh/employee	13.11	14.35	14.39
	Heating	Total heating energy	MWh	5 008	4 593	4 377
		– Fossil fuel	MWh	3 731	3 655	3 479
		– District heat	MWh	1 277	938	897
		Total heating energy per capita ¹	MWh/employee	2.13	2.26	2.46

		Performance indicator	Unit	2017 (incl. new sites)	2017 (excl. new sites)	2016
Emissions 	CO ₂ emissions	Total emissions	tons	7 640	6 781	6 098
		– Direct (Scope 1) ³	tons	1 102	1 082	1 116
		– Indirect (Scope 2) ^{4,5}	tons	6 539	5 699	4 983
		Total emissions per capita ¹	tons/employee	3.2	3.3	3.4
Water 	Water	Consumption	m ³	69 735	67 966	62 336
		Per capita ¹	m ³ /employee	29.6	33.4	35.0
	Untreated waste water	Disposal	m ³	145	140	112
Waste 	Diverse waste	Hydroxide sludge	tons	18.9	18.9	16.9
		Contaminated material	tons	263	257	156
		Solvents	tons	5.4	5.4	3.6
	Refuse	Total refuse	tons	354	298	241
		Per capita ¹	kg/employee	147	147	135

- 1 Per capita figures refer to employees at relevant sites only.
- 2 Includes 1246 MWh (2016: 1505 MWh) diesel consumption for electricity generation.
- 3 Scope 1 emissions cover CO₂ directly emitted by sources owned or controlled by the Group, such as heating boilers.
- 4 Scope 2 emissions comprise CO₂ emitted in the production of electricity and district heat the Group consumes.
- 5 CO₂ emissions associated with electricity consumption of 6255 tCO₂e (2016: 4783 tCO₂e) calculated according to the location-based approach, as defined in the GHG Protocol Scope 2 Standard. Results are used as a proxy for the market-based approach.

APPENDIX



Global Reporting Initiative Transparency for Stakeholders

Sustainability is integral to business success and provides meaningful context to our achievements and progress. This is why we have consistently integrated sustainability topics in our annual report since 2004. Communicating sustainability performance is increasingly a baseline expectation of our stakeholders. To provide transparency for stakeholders who are impacted by our business or activities (including customers, shareholders, employees, and members of the communities in which we operate), we base our sustainability reporting on the internationally accredited Global Reporting Initiative (GRI) standards.

GRI is a nonprofit, multi-stakeholder organization that provides companies with a systematic basis for informing stakeholders on corporate responsibility in a clear and comparable manner. With our 2017 Annual Report, we have applied the GRI sustainability reporting guidelines for twelve years in a row. This report has been prepared in accordance with the 'GRI Standards: Core option'. The report has undergone and successfully completed the GRI Materiality Disclosures Service in February 2018.

The GRI Standards require us to determine which sustainability topics are most relevant, i.e. material, for our company and stakeholders. Our corresponding assessment and the topics determined to be material are presented on p. 70. The material topics listed are relevant for Straumann's operations, shareholders, and employees, as they can influence cost, brand reputation, and ultimately business success. Economic and environmental topics found to be material are also relevant for the local communities where we operate. Environmental topics are also of interest for environmental organizations. Product-related topics are relevant for our customers and the patients they serve, and human resources topics influence the competence of our team and ultimately the confidence and peace of mind we provide to our customers.

This report is based on information for the whole Straumann Group, unless stated otherwise. We have not sought external assurance of the GRI information provided, but we have used the standards for our internal auditing wherever practical.

This page addresses GRI disclosures
[102–40](#), [102–42](#), [102–45](#).

Global Reporting Initiative Management Approaches

ECONOMIC TOPICS

Strong [economic performance](#) is our fundamental objective. Strategic oversight of our financial performance is provided by the Board of Directors and the operational responsibilities are delegated to the Executive Management Board. Central to our approach is a strong commitment to innovation, quality and service in all 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 through prompt execution of strategic goals and by upholding our commitment to developing new products in the replacement, restorative and regenerative dental markets, as well as for orthodontic aligners and intraoral scanning applications.

Our main [indirect economic impacts](#) include the provision of jobs in the communities in which we operate and our charitable and social engagement initiatives to make dental treatment and education about oral hygiene available to the underprivileged. Straumann's charitable and social engagement programs around the world are a key part of our culture. They are typically managed by the teams located in each region where we do business. Our charitable programs relate, for example, to ectodermal dysplasia or basic dental care and oral hygiene programs. Our products and services are, by their nature, designed to improve the human condition and thus inherently benefit society.

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 any form of [corruption](#) and requires 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.

With regard to [supply chain](#) administration, our Strategic Procurement & Direct Spend team is responsible for procuring raw materials (e.g. titanium), tools, semi-finished goods, production machines, external work benches etc, while the Indirect Purchasing group handles the procurement of goods and services, including marketing materials, translation services, documentation, travel/hotels, cars, office supplies, packaging, consulting and event services.

Management Approach for GRI disclosures
[201, 203, 205, 206](#)

ENVIRONMENTAL TOPICS

Responsibility for environmental issues is carried out by local environmental officers at our production sites. They are overseen by plant managers who in turn report to our Head of Operations. At our global headquarters, which accommodates research and development, facility management is overseen by the CFO. At top management level, the CFO is tasked with the oversight of environmental performance and sustainability. To track our performance, we regularly collect data from our production sites and evaluate them to understand our impact and continuously find measures for improvement.

Our environmental performance is also the responsibility of all 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](#). The economical use of resources and our efficient production as well as recycling efforts minimize the accumulation of [effluents and waste](#).

In order to minimize our impact on climate change, we closely monitor our [emissions](#). We calculate CO₂ emissions resulting from electricity consumption and heating, and also report information within the Climate Change program of the CDP (Carbon Disclosure Project).

As we know that our own environmental impact is also influenced by our supply chain, we strive for a thorough [environmental assessment of our suppliers](#). Our 'Code of Conduct' for suppliers specifies our expectations regarding environmental protection in the supply chain. We revised our Code in September 2016 and subsequently passed the new version on to our suppliers.

[Management Approach for GRI disclosures](#)
[301](#), [302](#), [303](#), [305](#), [306](#), [308](#)

SOCIAL TOPICS

LABOUR PRACTICES AND DECENT WORK

Operational aspects of labor practices and policies fall within the responsibilities of the Head of Corporate Human Resources, who, since 2017, is part of the Executive Management Board, reflecting the importance of our employees for business success. On the strategic level, the Compensation 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 Executive Management Board. Our approach to [employment](#) is founded upon the principles of employee development, open dialogue and fair and attractive employment conditions. Concerning 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.

[Occupational health and safety](#) plays a major role in meeting our commitment to maintain a safe working environment. We continuously communicate health and safety procedures to employees through training and awareness programs and regularly monitor and report absence rates.

With respect to [training and education](#), we extended our continuing training and education programs considerably, aligning them with our high-performance culture and cultural change, and continued to offer informal educational sessions ('Discover' and 'Lunch & Learn').

Finally, regarding [diversity and equal opportunity](#), we believe a diverse workforce greatly contributes to team performance and to 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.

HUMAN RIGHTS

Our approach to human rights protection is based upon our Code of Conduct, which requires the company and all 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 our employment contracts, and all new employees are made aware of it as part of our 'onboarding' program.

[Management Approach for GRI disclosures
401, 403, 404, 405](#)

[Management Approach for GRI disclosures 406, 414](#)

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. Regarding [supplier social assessment](#), our 'Code of Conduct for Suppliers' includes our expectations with respect to working conditions and human rights protection.

PRODUCT RESPONSIBILITY

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 [compliance](#) with regard to provision of products and services 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, 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. With regard to our commitment to truthful and accurate [marketing and labeling](#), 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. Finally, respecting laws and regulations concerning [customer privacy](#) is implicit in the requirement of our Code of Conduct that requires all employees to always comply with all applicable laws and regulations.

[Management Approach for GRI disclosures
416, 417, 418, 419](#)



GRI CONTENT INDEX*

GENERAL STANDARD DISCLOSURES

Reference	Disclosure	Page no. / Information
102: GENERAL DISCLOSURES (2016)		
Organizational profile		
102-1	Name of the organization	Straumann Holding AG
102-2	Activities, brands, products, and services	18, 20
102-3	Location of headquarters	Basel, Switzerland
102-4	Location of operations	87, 96 – 97
102-5	Ownership and legal form	95, 100 – 101
102-6	Markets served	18, 35
102-7	Scale of the organization	3 – 5, 27
102-8	Information on employees and other workers	77, 80
102-9	Supply chain	206
102-10	Significant changes to the organization and its supply chain	98
102-11	Precautionary Principle or approach	60
102-12	External initiatives	84
102-13	Membership of associations	68, 74
Strategy		
102-14	Statement from senior decision-maker	7, 14 – 15
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	80
Governance		
102-18	Governance structure	104, 115

Reference	Disclosure	Page no. / Information
Stakeholder Engagement		
102-40	List of stakeholder groups	205
102-41	Collective bargaining agreements	80
102-42	Identifying and selecting stakeholders	205
102-43	Approach to stakeholder engagement	70
102-44	Key topics and concerns raised	70
Reporting practice		
102-45	Entities included in the consolidated financial statements	205
102-46	Defining report content and topic boundaries	70
102-47	List of material topics	70
102-48	Restatements of information	No significant restatements
102-49	Changes in reporting	No significant changes
102-50	Reporting period	1 January to 31 December 2017
102-51	Date of most recent report	February 2017
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	211
102-54	Claims of reporting in accordance with the GRI Standards	205, GRI Standards: Core
102-55	GRI content index	210
102-56	External assurance	205

* All GRI disclosures in this report, including the Management Approaches, are based on the 2016 GRI content requirements.

SPECIFIC STANDARD DISCLOSURES

Reference	Disclosure	Page no. / Information	Omissions
200: ECONOMIC			
201 Economic performance (2016)			
103-1/2/3	Management approach	206	
201-1	Direct economic value generated and distributed	3, 9, 144	
201-3	Defined benefit plan obligations and other retirement plans	137	
201-4	Financial assistance received from government	179	
203 Indirect economic impacts (2016)			
103-1/2/3	Management approach	206	
203-1	Infrastructure investments and services supported	82 – 84	
205 Anti-corruption (2016)			
103-1/2/3	Management approach	206	
205-1	Operations assessed for risks related to corruption	80	
205-2	Communication and training about anti-corruption policies and procedures	80	
205-3	Confirmed incidents of corruption and actions taken	80	
206 Anti-competitive behaviour (2016)			
103-1/2/3	Management approach	206	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	80	
300: ENVIRONMENTAL			
301 Materials (2016)			
103-1/2/3	Management approach	207	
301-1	Materials used by weight or volume	91 – 92	
302 Energy (2016)			
103-1/2/3	Management approach	207	
302-1	Energy consumption within the organization	91 – 92	
303 Water (2016)			
103-1/2/3	Management approach	207	
303-1	Water withdrawal by source	92	
305 Emissions (2016)			
103-1/2/3	Management approach	207	
305-1	Direct (Scope 1) GHG emissions	90, 92	
305-2	Energy indirect (Scope 2) GHG emissions	90, 92	
306 Effluents and waste (2016)			
103-1/2/3	Management approach	207	
306-2	Waste by type and disposal method	92	

Reference	Disclosure	Page no. / Information	Omissions
308 Supplier environmental assessment (2016)			
103-1/2/3	Management approach	207	
308-1	New suppliers that were screened using environmental criteria	63 – 64	
400: SOCIAL			
401 Employment (2016)			
103-1/2/3	Management approach	208	
401-1	New employee hires and employee turnover	81	
403 Occupational health and safety (2016)			
103-1/2/3	Management approach	208	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	81	
404 Training and education (2016)			
103-1/2/3	Management approach	208	
404-1	Average hours of training per year per employee	78 – 79, 81	
405 Diversity and equal opportunity (2016)			
103-1/2/3	Management approach	208	
405-1	Diversity of governance bodies and employees	79 – 80	
406 Non-discrimination (2016)			
103-1/2/3	Management approach	208 – 209	
406-1	Incidents of discrimination and corrective actions taken	80	
414 Supplier social assessment (2016)			
103-1/2/3	Management approach	208 – 209	
414-2	Negative social impacts in the supply chain and actions taken	63	
416 Customer health and safety (2016)			
103-1/2/3	Management approach	209	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	67	
417 Marketing and labeling (2016)			
103-1/2/3	Management approach	209	
417-2	Incidents of non-compliance concerning products and service information and labeling	66, 68	
417-3	Incidents of non-compliance concerning marketing communications	68	
418 Customer privacy (2016)			
103-1/2/3	Management approach	209	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	67	
419 Socioeconomic compliance (2016)			
103-1/2/3	Management approach	209	
419-1	Non-compliance with laws and regulations in the social and economic area	66 – 67	