

SUSTAINABILITY REPORT

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**# TOGETHER
STRONG**

BUILDING ON A LONG TRADITION OF SUSTAINABLE DEVELOPMENT

Although Straumann’s roots go back much further, 2020 marked the 30th anniversary of our company in its present form and with its current focus on dentistry. What began as a family firm with 25 employees supplying titanium dental implants has become a world leader in tooth replacement and orthodontic solutions, uniting global brands that stand for excellence, innovation and quality in replacement, corrective, regenerative and digital dentistry.

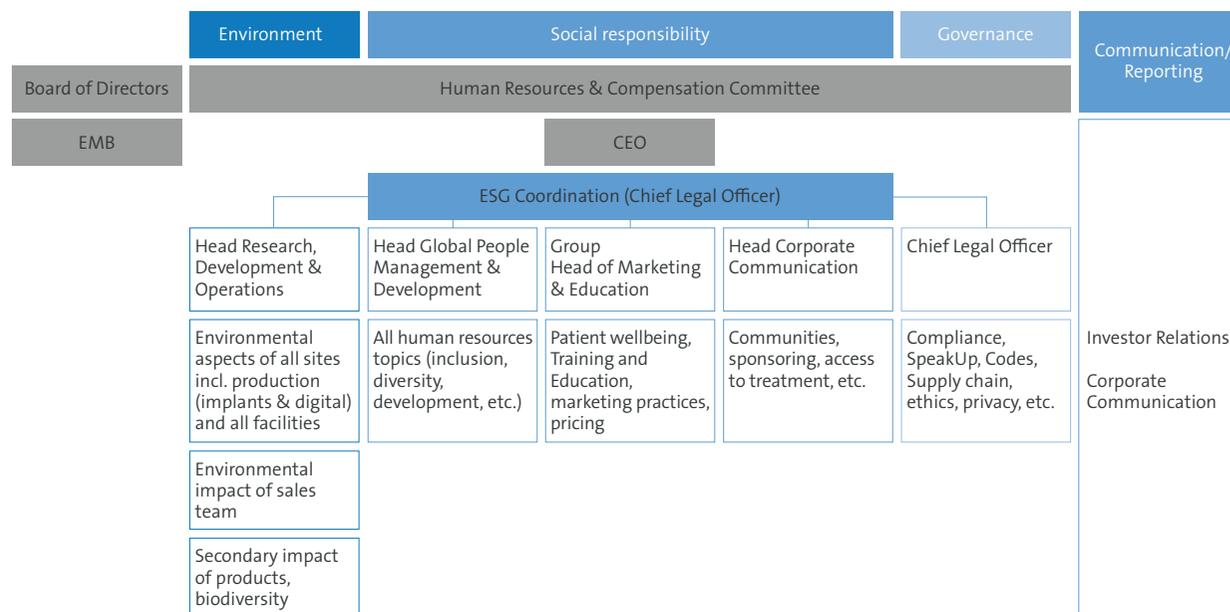
The Straumann Group today provides employment to more than 7300 people from 60 nations. Its products have been used to treat millions of people all over the world, creating smiles, restoring confidence and bringing lasting improvements to the quality of life. These are just a few examples from the company’s long scorecard of sustainable growth and development. For us, corporate responsibility has always meant simply doing more to create value for our customers and their patients, our staff and the communities in which we operate, in a sustainable manner and with minimal impact on the environment. Sustainability means creating lasting smiles and confidence today, tomorrow and beyond.

In line with the growing importance of environmental, social and governance (ESG) matters among various stakeholder groups, we appointed an internal Steering Committee in 2020 tasked with determining focus areas, goals and KPIs for our sustainability strategy.

The Committee confirmed that our permanent focus should remain on patient wellbeing, health and safety, and customer prosperity. The mid- and long-term focus is on people, planet and compliance, while the predominant short-term aspects are employee health, safety, engagement, development and turnover.

In addition to determining clear responsibilities for ESG (see chart below), the Committee established a key focus on social aspects, including the wellbeing of patients, employees and customers. It also

defined a roadmap with milestones for short to mid-term goals related to health, safety and people engagement and for long-term goals on environmental impact improvements. Progress will be measured with established metrics and documented. Implementation is expected in 2021.



This chart shows the allocation of ESG responsibilities at Board and Management levels. Our Group Code of Conduct assigns personal responsibility for environmental protection and proper social conduct to all line managers and employees.

SUSTAINABILITY APPROACH AND MATERIALITY

MATERIALITY ASSESSMENT AND REVIEW

We continuously monitor the materiality of relevant environmental, social and governance (ESG) topics to our business and our shareholders in alignment with our strategic priorities. The most relevant topics identified in our 2020 assessment are shown in the chart on the right. By addressing them regularly, we ensure long-term performance, monitor high-level risks and opportunities, and strengthen relationships with our stakeholders. The materiality assessment is based on interviews with senior managers across the company every year. The process of defining and prioritizing material topics for this report considered the GRI principles: stakeholder inclusiveness, sustainability context, materiality, and completeness.

In 2020, several adjustments were made to the materiality map. The spread and impact of COVID-19 added to the importance of our employees' physical and psychological wellbeing and safety. 'Employee Health and Safety' moved to the 'Focus' quadrant and was redefined as 'Operational Health and Safety' to distinguish it from 'Patient Health and Safety'. Conversely, 'Intellectual Property' no longer requires 'Focus' priority but still remains a key topic for monitoring. 'Customer Privacy' has been replaced by 'Data Privacy', which is more comprehensive and includes our internal data and information systems. The term 'Greenhouse Gas Emissions' is more specific and replaces 'Emissions'. The new term 'Business Ethics' summarizes all aspects of what was previously named 'Compliance, Responsible Marketing, Anti-Corruption'. We emphasize that 'Inclusion' and 'Colleague

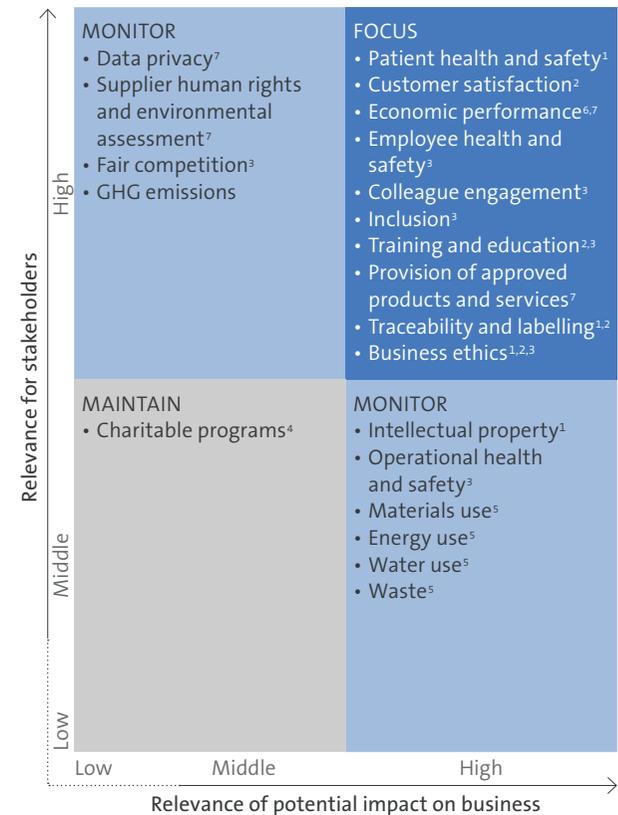
Engagement' also refers to diversity and belonging in all aspects – as a source of creativity that contributes to business success.

In this report, our material sustainability topics refer to the whole Straumann Group unless stated otherwise (see also p. 185), and are addressed in the following sections on customers, employees, communities, and environment.

STAKEHOLDER ENGAGEMENT

Our stakeholders include investors, customers, employees, members of the community, and conservationists. Each group places different levels of importance on various aspects of our performance. To understand their specific needs, we foster an interactive dialogue and practice a feedback culture on many levels and through various channels: Shareholders are interested in share-price development, return on investment and good governance, while responsible investment professionals are also keen on performance in sustainability aspects. Customer interests include assistance in growing their business and establishing specialist reputations. Dental service organizations focus on affordability, reliability and an ethical supply chain. Employee feedback highlights professional development and a healthy work-life balance. Charitable partner organizations are interested in continuing sponsorship relations and agreed goals. Finally, various groups emphasize ethical concerns including obligations to conserve the environment. In this report, we discuss processes and results of performance-relevant dialogues with key stakeholders in the respective chapters.

Sustainability materiality map



Information on material sustainability topics is provided in the following places in this annual report:

- 1 Risk Management, p. 49 ff.
- 2 Customers, p. 60 ff.
- 3 Employees, p. 64 ff.
- 4 Communities, p. 69 ff.
- 5 Environment, p. 75 ff.
- 6 Business performance, p. 35 ff.
- 7 Global reporting initiative, p. 185 ff.

CUSTOMERS

Staying close to customers through difficult times

NURTURING OUR CUSTOMER BASE

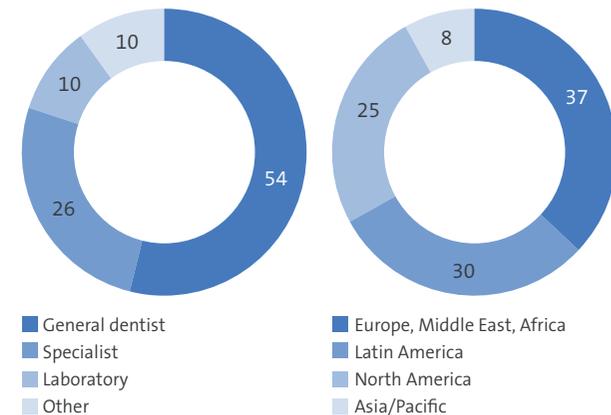
The risk of exposure to corona virus is higher for dental hygienists, dentists and dental assistants than for any other occupational group.¹ Understandably, a key concern among our customers in 2020 was the safety and wellbeing of their staff and patients. At the outset of the pandemic there was an urgent need for advice, help and personal protection equipment (PPE). Furthermore, most clinics had to close except for emergency cases. For many, this meant insufficient income to cover operational costs. Being able to rely on a manufacturer for support and continued supply on demand was essential. So too was reassuring patients that it was safe to visit dental practices and seek treatment.

Unable to visit customers, we quickly reached out through online channels, platforms and services to keep in touch and to respond to their needs. Our initiatives to help them rebound quickly included: information on safety, supplies of PPE – e.g. face shields, thermometers, sanitizer and disinfectants, as well as communication tools to help restore patient confidence. To fill the spaces caused by conference and meeting cancellations, we hosted online events including virtual symposia, training and education programs as well as networking events. All of these initiatives created opportunities to foster dialogue, gain feedback and generate leads. As a result, we were able to maintain our global customer base.

Other key factors for maintaining/expanding our customer base in 2020 include:

- the continued global rollout of Straumann's innovative BLX implant system
- the launch of Straumann ZAGA zygomatic implants
- leading-edge innovation e.g. Straumann TLX (see p. 25)
- value-adding services and concepts (e.g. Smile in a Box, immediacy, remote monitoring)
- starter training and education courses
- attractively priced challenger brands and solutions (e.g. Anthogyr, Medentika, Neodent, NUVO)
- acquisitions and partnerships (e.g. DrSmile, Artis Bio Tec)
- online education, marketing and sales initiatives
- comprehensive solutions from a single supplier
- state of the art e-shop
- continued product availability
- digital ecosystem.

Straumann's customers by segment (left) and by region (right)
in %



The Straumann Group's customers are spread over more than 100 countries and include general dentists, specialists (oral surgeons, periodontists, prosthodontists, orthodontists), dental technicians and laboratories, as well as corporate customers (labelled 'Others' in this chart) such as distributors, hospitals, universities and dental service organizations (DSOs). A single DSO can represent hundreds of clinics and dentists, including generalists, specialists and technicians.

There were no significant shifts in the specialization and geographic distribution of our customers. The respective proportions of general dentists and specialists increased and decreased slightly, reflecting a continuation of the trend we have observed in recent years and other factors, such as the growth in our clear aligner business.

SERVING CUSTOMERS DIRECTLY

We serve customers directly through our teams of sales and marketing professionals, most of whom are highly trained sales representatives or service staff. This adds value for customers and helps us to identify, manage and learn from their needs. For much of 2020, our teams worked remotely, serving customers and participating in online training, including modules on remote selling and customer acquisition.

Regular training is mandatory as one of several safeguards to ensure compliance with regulations relating to the sale of our products and services. For details see compliance risk (page 53ff.). Further supporting our commitment to the patients' interests, much of the scientific information used to endorse our products is peer-reviewed and quality compliance is assured (see p. 54f.).

CUSTOMER DIALOGUE

Our primary sources of customer feedback include:

- direct personal and remote contact through our sales force
- scrupulous complaint management, evaluation and reporting
- market acceptance tests and limited market releases (LMRs) to obtain customer feedback prior to product launch
- post-launch tests (e.g. to check the effectiveness of our marketing messages) and expert meetings including customers involved during development
- online channels and platforms such as customer pulse check surveys taken online during lockdowns in spring.

Net-Promoter-Score surveys were conducted by ClearCorrect in its core domestic market and by Straumann Group in Brazil. All of these and other channels are important sources of market intelligence and feedback, which is processed and used to refine products, usage, solutions and services. The International Team for Implantology, whose membership exceeded 18 500 dental professionals across more than a hundred countries by the end of 2020, is also a key source for customer information and a unique partner for science and education. We deepened our longstanding relationship with the ITI in 2020.

CUSTOMER EDUCATION IN DIGITAL FORMATS

Education is a core competence of the Straumann Group, but travel and meeting restrictions preventing us from holding physical training and education events. At the same time, the increased availability of dental professionals when practices closed presented a significant opportunity for online education. We therefore created end-to-end online learning solutions, offering high quality, relevant content in various formats through multiple channels. Our #TimeForEducation campaign is an example of how we provided an enhanced virtual education experience in all markets, including practical advice on how to bounce back to practice success. In Switzerland and Germany the innovative Learn in a box concept for hands-on sessions was rolled out: courses are conducted online, course materials, such as implants and models, as well as QR codes linked to digital materials are transferred to participants in ecologically-friendly grass paper boxes. We have continued to invest in digital education assets, tools and solutions for virtual interactivity such as gamification and virtual reality.



A virtual reality booth at one of ClearCorrect's online events in 2020. Such booths are interactive and allow online visitors to walk around, view products, watch demonstrations, speak with our sales team and order products.



The virtual booth at Straumann's online Immediacy Symposium, with real sales representatives on the right waiting to help customers.

Beyond supporting our customers with pandemic crisis management from an education perspective, we continued to support peer-to-peer activities and dental communities, connecting experts and customers to share practical experience and know-how.

DIGITAL TRANSFORMATION AND DISRUPTION

When digital channels became the sole means of contacting customers, the Straumann Group underwent a digital transformation in just a few weeks that would normally have taken several years.

Under the umbrella of #TogetherStrong we broadcast hundreds of webinars and eLearnings attracting thousands of visitors. Our online customer platform 'youTooth' published more than 60 articles addressing the needs of dental professionals during lock down. Dental experts from around the world shared their insights as we created a community of solidarity and togetherness.

Our eCommerce platform was quintessential and now carries more than a third of our business in addition to increasing efficiency with services like eConsignment (automatic stock replenishment and management) and eReturns. Fortunately, we completed our eShop re-launch early in the year, introducing a mobile-first approach and a product information management system to facilitate up- and cross-selling. Now available in 29 countries, the new e-shop enables customers to find and select the right products from our various brands and to purchase them all together in a single checkout procedure. The e-shop share of our business rose significantly in 2020.

Our #immediaXy campaign, which began in 2020 and features the Straumann BLX implant system, is our first example of an automated multi-channel

approach, offering unique personalized customer experiences, and developing hundreds of hot leads for the field sales force to follow and generate first orders. The introduction of an integrated multi-channel digital marketing approach that spans the entire customer journey from first contact to long-term loyalty reflects a disruptive digital-first mindset and state-of-the-art digital tools.

CONNECTING WITH KEY ONLINE OPINION LEADERS (KOOLS)

As communication went digital in 2020, we were able to leverage our network of KOOLS to create relevant content and intensify social media campaigns very quickly. Established in 2019, the #KOOL Expert Group comprises selected clinicians who are experts in their fields. They have a recognized presence in the digital world through blogs, podcasts, online courses, webinars, live-streamed events and social media channels. KOOLS typically attract sizeable audiences to their online channels and are gaining in number, relevance and influence.

CUSTOMER CONSOLIDATION INCREASES

One of the most significant current trends is the rise in dental service organizations (DSOs), networks and chains, accompanied by a corresponding decrease in independent practices, particularly in North America, Europe and China. This accelerated in 2020, driven by business interruptions, general uncertainty, financial and other challenges that prompted small independent practices to seek partnerships.

DSOs range from local chains to international networks of fully integrated clinics. A single DSO can have more than a thousand clinics serving millions of patients each year. Such corporations are influential and have significant purchasing power. They also have special needs, including premium and challenger implant ranges, orthodontic solutions,



Early in the pandemic crisis there was an acute shortage of personal protection equipment for healthcare professionals. Our Yllner and etkon units responded to this by adapting production to make 3D-printed face shields and sanitizer fluid.



A drive-in cinema event organized by Neodent to boost morale during a difficult period when distancing requirements ruled out most other entertainment activities.

private-label lines, logistics services, support for international expansion, digital workflows, guided surgery, simpler, faster treatments, and support through education.

The Straumann Group is well equipped to address all of these needs and to capture the significant business opportunities that corporate customers offer. By continued close collaboration when others closed down, our dedicated global DSO business unit remarkably achieved revenue growth in 2020 despite the crisis.

Another achievement was to orchestrate an online summit, bringing more than 50 Chief Executives from the world's leading DSOs together with top speakers to discuss the impact of COVID-19 on DSO leadership and the future of oral healthcare. The participants represented no fewer than 31 000 clinicians spread across 28 countries. The event provided valuable insights and enabled us to build important relationships for the future.

CONTINUING TO ADDRESS THE GENDER SHIFT

We continued to address the gender shift by supporting and encouraging female dentists to engage in implantology.

Our Women's Implantology Network initiative (WIN) brings female practitioners and academics together in order to network, inspire, mentor and gain deeper insights into their needs. The 2020 WIN summit was held virtually and welcomed more than 3800 dental professionals from 120 countries, offering education, advice, technology updates and networking opportunities over seven days. During the year, the WIN membership doubled to more than 4000.

BUILDING RELATIONS WITH THE NEXT GENERATION

Attracting young dentists is important for sustaining our success. Past perception-pulse studies revealed that their most common expectation from companies like ours is help in building a reputation and a business. To meet this expectation, the Straumann Young Professional Program offers education on dental skills, practice management and marketing. These events also took place virtually in 2020, when social media campaigns and community management became even more relevant.

Notes and references

- 1 Lu M. Occupations with the highest COVID-19 risk. Visual Capitalist, World Economic Forum 2020.



This young female dentist got to know Straumann during her studies. She was a participant in our Young Professional Program and has become a proficient implantologist.

Our dedicated global DSO business unit remarkably achieved revenue growth in 2020 despite the crisis.

EMPLOYEES

High-performance organizational culture sustained

SOLIDARITY AND AGILITY IN ADAPTING TO NEW REALITIES

Geared for strong business expansion, our global workforce doubled in the three years prior to 2020 and we added almost 100 new positions early in the year. COVID-19 put recruiting plans on hold as we acted quickly to adapt our costs to the drop in revenues. Wherever possible, we implemented reduced working hours and pay, as well as voluntary pay cuts for leadership.

Regrettably, structural resizing was unavoidable. We reduced our global workforce by approximately 660 jobs across all countries and functions, making every effort to conduct the process in a responsible, timely and fair manner in full awareness of our social responsibilities and obligations as a global employer. Thanks to suggestions from our staff, we were able to minimize the number of redundancies and mitigate the effects. We are deeply grateful for the understanding and professionalism of all our colleagues, especially those whose positions were cut. We are also grateful for the solidarity and selflessness of those who took voluntary pay reductions to reduce the impact of the crisis on jobs.

At year end, our global team totaled 7340, including 260 added through the strategic acquisitions of DrSmile (Germany) and Artis Bio Tech (Romania).

Our largest investment in people is to encourage the cultural mindset that fosters constructive behavior, collaborative leadership and high

performance. Over the past seven years, our Cultural Journey has shaped our company, helping us to achieve sustainable market outperformance and share gains – even in 2020. Cultural attributes like agility, taking responsibility, customer focus, and creating opportunities have enabled us to weather the storm and prepare to rebound strongly.

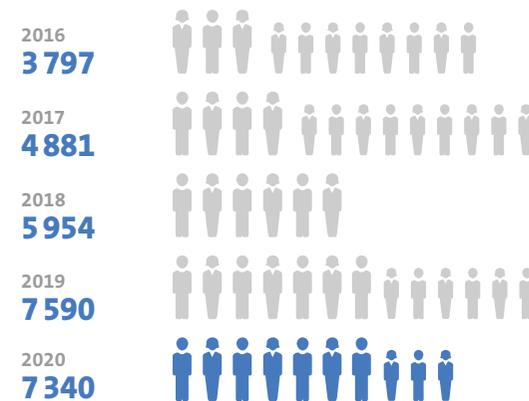
CULTURE IN ACTION

We are convinced that a high-performance culture must be intentionally nurtured by creating an environment where our people:

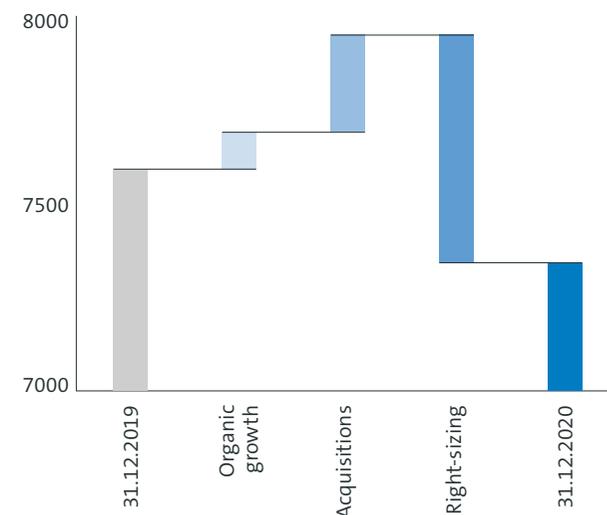
- feel safe to express themselves freely
- feel accountable and passionate about our purpose and journey
- consistently perform above expectations
- feel respected for their contributions to results
- receive recognition both internally and externally for being part of a great organization.

Although many face-to-face learning events and culture programs had to be cancelled in 2020, our high-performance culture was sustained through the provision of timely and easily accessible virtual activities. A new suite of online connection and learning opportunities was developed, with emphasis on virtual collaboration, coping with uncertainty and remote management. These innovations will be reviewed and built on in 2021.

Employees



Headcount development 2020



NEW GLOBAL PULSE CHECK – WE ENGAGE

We developed our annual global staff survey significantly, using a new technology platform to gain further insights and take appropriate action. Branded weEngage, the survey assured anonymity and was available online in 18 languages. In spite of the challenging times, the results were very encouraging: the response rate was 86% (up from 77% in 2019) and the engagement score of 78 was four points above global benchmarks. Over 8000 comments helped to identify areas for development in recognition, inclusion, communication and taking action based on the results. weEngage confirmed our key strengths: pride in working for Straumann Group, excitement in the future and confidence in the meaning and purpose of our work.

A FRESH LOOK AT DEVELOPING SKILLS

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. Our Strategic Management Development process involves ongoing review of senior management, people in critical roles and future leaders. Our goal is to fill most business-critical and key management positions with internal candidates. This year we took a fresh look at our way of viewing talent within the organization, focusing on how alignment with our cultural principles is reflected in personal growth, development goals and succession planning.

After a successful pilot project in 2020, we will globally launch a new learning platform, weLearn, in 2021, that will allow us to expand our online learning portfolio, to connect as a community through social learning features and to track learning.

Health and safety training continued throughout the year and no workplace fatalities or serious accidents were reported.

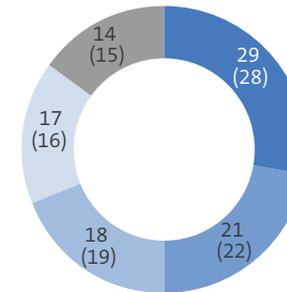
REDESIGNING OUR RECRUITMENT PROCESS AND POLICIES

We internally transfer or externally hire approximately 2500 people each year. As our global business evolves, we must understand the expectations of a new generation of candidates and ensure our access to the skilled people required to support our organization's growth. To attract and retain world class talent we will develop a new global employer brand, refine interview and assessment capabilities for our 2000 global hiring managers and redesign our recruitment process and policies. In 2022, a new Global Careers website will include candidate relationship management and an employee skills platform to help us track internal employee capabilities. The system will connect across many HR platforms, enabling real-time analytics and insights.

DIVERSITY, INCLUSION AND BELONGING STRENGTHEN HIGH-PERFORMANCE CULTURE

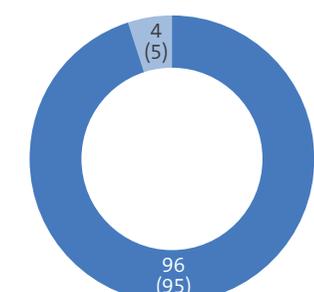
The Straumann Group recognizes that the diversity of our employees, a culture of inclusion and a sense of belonging bring new perspectives, foster innovation, provide insights about our market and add value. Our global team includes more than sixty nationalities in more than a hundred countries. We believe in embracing and celebrating individual differences, for example in gender, gender identity, religion, age, nationality, ethnicity, disability, marital or family status, pregnancy, sexual orientation and cultural background. Discrimination based on any of these traits is not tolerated.

Employees by region
in %



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

Employment
in %



- Full time
- Part time

Numbers in brackets refer to 2019.

Global staff survey



Comments
>8000

Response rate
86%

Engagement score
78 4 pts above
global benchmark

In 2020, the Group's gender diversity remained well balanced with room for further improvement at management level: women account for 42% of our employees and 35% of our managers world-wide.

Diversity, inclusion and belonging are recognized as priorities within our Cultural Journey. Current initiatives include measuring inclusion in weEngage, strengthening our global female talent pipeline to increase the number of woman managers, recognizing events and causes relating to minority groups, and addressing any gender pay gaps that may exist.

RESPONSIBILITY AND ETHICAL BEHAVIOR

Our Code of Conduct is part of our employment contracts and is designed to ensure that all our people conduct business in a legal, ethical and responsible manner. It is mandatory and includes requirements for good corporate citizenship, including respect for people, property and the environment. In 2020, we began to offer a world-wide hotline for staff to report compliance concerns (see p. 53). During the year, six Code violations were confirmed, and appropriate corrective actions were taken, including four dismissals.



France



Brazil



Thanks to the engagement, flexibility, responsible behavior and perseverance of our entire team around the world we have been able to maintain operational continuity, ensure product availability and stay close to our customers throughout 2020.

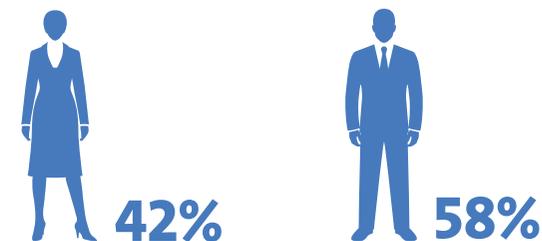
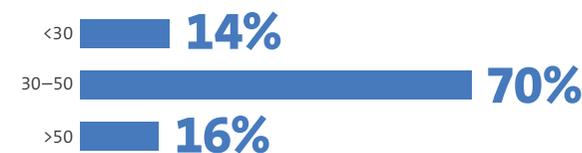
Human resources key figures¹

Parameter	Unit	2020	2019	2018	
Staff size	Employees	Total headcount	7101	7 590	5 954
		Full-time equivalents	7015	7 494	5 874
Employment type	Part-time employees	% of headcount	4	5	4
Gender diversity	Women in general staff (excl. Mgmt)	%	44	44	46
	Women in management ²	%	35	35	32
	Women in SMD pool ³	%	31	37	31
Training and education	Investment in staff learning ⁴	CHF million	3.1	3.9	2.9
	Average annual training & learning	Days/employee	3	4	4
Turnover and absence	Staff turnover ⁵	%	19	14	13
	Absence rate due to sickness ⁶	%	3	4	4
	Absence rate due to workplace accidents ⁶	%	0	0	0
	Work-related fatalities	Number	0	0	0
Employee protection	Reported cases of discrimination/harassment	Number	1	1	2

Staff structure by category and age group¹
in %

Age	<30	30–50	>50	Unit	2020
General staff (excl. Management)	14	58	12	% of headcount	83
Management ²	0	13	4	% of headcount	17
TOTAL	14	70	16		100

- 1 Excluding DrSmile (consolidated as of September). Total headcount at DrSmile per 31 Dec 2020 was 239 (220 FTE), bringing the Group total headcount to 7340.
- 2 Job position "Manager" and all levels above.
- 3 Strategic Management Development group (senior management reporting to the EMB plus outstanding talents identified throughout the organization).
- 4 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.
- 5 Includes resignations and terminations.
- 6 Switzerland only. Proportion of absence time compared to target working hours.

Gender¹Age¹Leadership by gender¹

TOGETHER STRONG WITH CHARITY [#TogetherStrong](#)

According to World Vision, the Syrian refugee crisis is the largest refugee/displacement crisis of our time. Nearly 12 million people need humanitarian assistance; at least half are children. Many have taken refuge in neighboring Jordan. Living without resources in makeshift conditions, they don't have the luxury of a balanced diet and neglect oral hygiene. The prevalence of tooth decay is high. Andi Herzog, a Swiss airline pilot, saw this urgent need while working voluntarily with the NOIVA foundation. His visionary idea of creating a mobile clinic staffed by local dentists to provide treatment for refugees in the region became a reality in 2018. Straumann has supported the project from the outset and is committed to sponsorship for several years to come.

At the time of writing the clinic was in the village of Jaber al-Sirhan, 2km from the Syrian border, offering extraction, filling, root-canal treatment, cleaning and polishing. Prevention is also an important part of their work.

During the pandemic lockdown in March, the team responded to a government request to establish an emergency clinic for patients with severe dental problems. Unfortunately, they had to withdraw after just two weeks when overcrowding made it



impossible to continue. A few weeks later they resumed service in Mafraq but on a reduced scale, because restricted space in the truck and safety precautions against viral spread prevented use of their second chair. Cleaning and running fresh air through the clinic after each treatment further limited patient flow. Furthermore, the need to renew their license and adjust the vehicle put them out of action for several weeks in the fall.

Despite the hurdles, they succeeded in offering 2000 treatments in 2020 and are eager to get back to full capacity as soon as the COVID-19 situation is more stable. Proud to be their sponsors, we salute their tremendous courage and selfless devotion to creating smiles and restoring confidence for those who are in such need.

COMMUNITIES

Working together with long-standing partners to create smiles for those in need

MAKING A MEANINGFUL DIFFERENCE IN A SUSTAINABLE WAY

The provision of safe, effective, lasting solutions that enhance well-being and quality of life is our biggest contribution to the community. Over the years, our solutions have helped dental professionals to create smiles and restore confidence in millions of people around the world. Still, millions lack access to even the most basic dental care. This is the motivation behind our charitable activities, which focus on dentistry, where we can make a meaningful difference.

CLEAR PRINCIPLES AND TARGETS

Our Corporate Sponsoring Committee evaluates requests and initiatives according to clearly defined principles and policies. 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. Despite the constraints imposed by the pandemic, we were able to support approximately 20 projects around the world in 2020 (see table on p. 71). Owing to travel and quarantine restrictions, we received fewer requests than usual and some projects were cancelled.

CONTINUITY AND SUSTAINABILITY

Because we strive for sustainable long-term commitments where appropriate, many of our charitable projects have been running for several years and include:

- Straumann AID (Access to Implant Dentistry), a global initiative to help underprivileged patients who need but cannot afford treatment. This program has been running since 2007 and relies on collaboration with dentists or dental surgeons who provide treatment without charge, while we donate the relevant products.
- The National Foundation for Ectodermal Dysplasia (NFED), a US-based non-profit organization that helps ED patients and their families. Among other symptoms, ED patients typically show severely malformed or missing teeth from infancy. We provide free implants and prosthetics in addition to financial support for the NFED, which has been our partner since 2004.
- The Sonrisa project providing free dental treatment to orphaned children in Nicaragua. Our engagement in this project began in 2006 and has included the education of a young local dentist. In 2020, the scope expanded to provide dental treatment to the underprivileged local community.
- Novos Sorrisos (New Smiles), Neodent's mobile dental clinic in Brazil, which has been operating since 2016. Staffed by 200 volunteer dental professionals, it has travelled across the country to serve thousands of patients free of charge. The project had to be suspended because of the pandemic and the truck was converted into a canteen for COVID-19 front line medical staff.



Treatment for a needy patient in Nepal provided through Dental Volunteers with sponsorship from Straumann.



Many of the charitable projects we sponsor include education in dental healthcare, like this one in Jordan.

- The Rebuilding Smiles initiative in Australia, which provides free dental work to children and women who have suffered dental injury in domestic violence. We began our support in 2017 and increased it in 2020.
- The NOIVA project in Jordan operates a mobile dental clinic offering dental treatment to refugees along the Syrian border. Our support started in 2018 and will continue for some years. Although safety precautions against COVID-19 reduced capacity significantly, the team succeeded in offering 2000 treatments in 2020 – despite lockdowns and several weeks' interruption to renew the vehicle's certification.
- The Dharma Wulan Foundation team of volunteer surgeons based in the Siloam Teaching Hospital, Jakarta, and reaching out to remote areas of Borneo and Kupang to treat children with dento-facial (cleft) deformities. We have supported this initiative since 2018.
- The Stiftung schönes Lächeln (Beautiful Smile Foundation) in Switzerland, which is a collaboration with Swiss University clinics to help patients who need implant treatment but have limited financial means.
- #LetThemShine, a new initiative in the USA that provides free dental implant treatment to patients who cannot afford it. The initiative is supported by clinicians and funded by Straumann Group employees in North America.

HELPING YOUNG DENTISTS TO HELP NEEDY PATIENTS

We continued to fund scholarships to dental students and to support young dentists travelling to underprivileged regions to provide treatment and education in oral healthcare. Examples of this in 2020 were projects in Benin and Nepal in

collaboration with the German student network Dental Volunteers.

The catastrophic explosion in Beirut in August and the corona pandemic have had a profound impact on the economy and life in Lebanon. To support the local dental community, we made donations to more than 50 dental students affected by the disaster.

All of the aforementioned projects focus on dentistry and promote the Group's reputation among its stakeholders as a caring, responsible corporate citizen. This supports our business and thus adds value for our shareholders. We are grateful to our dental partners – many of whom are volunteers – for their devotion and for ensuring that the funds are used efficiently.

BEYOND DENTAL CARE

The fire that destroyed Camp Moria on Lesbos in September left more than 12 000 refugees without shelter, food and clothing, adding to the challenges of overcrowding, COVID-19 and future uncertainty. We responded by re-allocating funds from two cancelled projects to a relief organization in Lesbos with whom one of our staff had worked as a volunteer on sabbatical.

ACCESS TO TREATMENT

Apart from our charity programs that provide free treatment to patients who cannot afford it, we contribute to increasing access to treatment through:

- The provision of training and education: Our support for academic partners spans more than three decades and currently includes the ITI, ILAPEO, dental schools and academies around the world. In 2020, together with our academic partner the ITI, we created an extensive online

education platform offering a vast amount of education material free of charge during lockdowns. We also provide scholarships to help dental students from underprivileged areas.

- Our lower-priced brands and solutions offer greater affordability. Having been an exclusively premium implant company, we began investing significantly in lower-price brands and their international expansion in 2012. Today, more than 40% of the implants we produce are non-premium. In 2020, we introduced NUVO, a new brand of highly cost-effective, simple implant solutions, which we are rolling out internationally. Apart from this, we continue to develop innovative products and solutions that reduce costs or make treatment possible (e.g. small diameter implants, zygomatic implants, etc. for patients with insufficient bone).



A smile created for life – this youngster was born with a cleft palate deformity and was treated by a Dharma Wulan Foundation team of volunteer surgeons based in Jakarta, which Straumann has supported for several years.

Main initiatives and projects sponsored by Straumann in 2020

Region	Lead partner	Objective ¹	Status/results
Global	Straumann AID	Free implants and materials for needy individuals, supporting volunteer dentists	Ongoing since 2007
Australia	Australian Dental Association Rebuilding Smiles	Free dental treatment to women and children affected by domestic violence	Ongoing since 2017
Benin	Dental Volunteers	Free dental implant treatment for underprivileged people	Completed
Brazil	Neodent	Novos Sorrisos mobile dental clinic for the underprivileged	Ongoing since 2016, temporary use as a canteen for COVID front-line hospital staff
		COVID-19 relief: large donations of sanitizers and oral hygiene kits	Completed
Cambodia	Hope for All Clinic	Dental student scholarship program	Ongoing since 2007
	Mini Molars/Volunteers Mainz University	Dental treatment & supplies for underprivileged people	Completed
Germany	Jung & Krebs	Practical support for young people with cancer	Completed
	Time Out Foundation	Biking equipment for children at risk	Completed
	Association for Children with Cancer, Freiburg	Support for children with cancer and their families	Completed
Greece	EuroRelief	Refugee disaster relief, Moria Lesbos	Completed
Indonesia	Dharma Wulan Foundation	Treatment of children suffering from cleft palates	Ongoing since 2018
Jordan	NOIVA Foundation	Mobile dental clinic treating Syrian refugees	Ongoing since 2018; 2000 treatments in 2020
Lebanon	Saint Joseph University & Lebanese University	Disaster relief – support for dental students	Completed
Nepal	Dental Volunteers	Dental treatment & supplies for underprivileged people	Completed
Nicaragua	Sonrisa Foundation, Switzerland	Free dental care for underprivileged community	Ongoing since 2006
Switzerland	Stiftung schönes Lächeln	Affordable implant treatment for seniors with limited means	Ongoing since 2018
USA	National Foundation for Ectodermal Dysplasia	Free implants and prosthetics in addition to financial and public relations support	Ongoing since 2004
	Harvard School of Dental Medicine	Student scholarship	Ongoing
	Let Them Shine Foundation	Materials for Pro bono dental services	Ongoing

1 In each case clear prerequisites and goals were set.

GLOBAL PRODUCTION & LOGISTICS

Ensuring supply continuity – a key to gaining market share

MAINTAINING THE ENTIRE SUPPLY CHAIN DESPITE SIGNIFICANT HURDLES

Hardly surprisingly, the biggest challenges for Production & Logistics in 2020 were to protect personal health and safety, to ensure continuity in production and to maintain product availability.

Thanks to the responsible behavior of our production teams implementing effective action plans, safety precautions and preventative measures, we did not have to shut down any of our plants because of corona virus cases. We supported the global operations teams with a rigorous COVID mitigation and management procedure that included minimizing mobility and cross-team exposure, extremely disciplined use of masks and all other hygiene measures, entrance surveys, temperature monitoring, standardized approaches to respond to potential exposure using contact tracing and generous access to quarantine leave.

This was critical when demand surged as lockdowns eased and dental practices worked at full capacity to absorb pent-up demand. Despite significant hurdles, we succeeded in maintaining the entire supply chain from procuring raw materials to delivering finished goods to our local subsidiaries. One example of our efforts to secure material sources in our supply chain is the agreement we signed to acquire the ceramics specialist OxiMaTec in 2023.

Despite the many disruptions and the heavy impact on revenue development, we succeeded in sustaining our gross margin well above 70%.

ADAPTING/EXPANDING CAPACITY

Despite the general interruptions, we were able to make progress with our production expansion projects as we look forward to a return of the growth trends seen in recent years. Our new plant in Curitiba (BR) went into operation and began producing NUVO implants for the global rollout of this new brand. Our highly automated European production unit for clear aligners went into operation in Markkleeberg (DE) in the first quarter with an initial capacity of 10 000 units per day. Medentika's new factory in Oberreichenbach/Calw (DE) was completed, offering additional capacity and allowing us to insource various processes. All machinery, activities and staff were transferred from Renningen and the new site, including insourced activities, became operational in mid-December. Calw is Medentika's main production center for implant and multi-platform prosthetic solutions in addition to housing a new education facility. In Arlington (US), architectural work on a new factory was completed and construction is due to restart in 2021.

In Villeret (CH), Straumann's largest production center, interior construction of our new building was delayed temporarily and reinitiated with commissioning planned for mid-2021. Following the successful introduction of Neodent implants in India, the equinox brand was discontinued and the manufacturing unit in Thane (IN) closed.

UPGRADING INFRASTRUCTURE

In addition to ongoing expansion projects, we continued to invest in state of the art technology for implant production, for example new CNC lines, laser equipment, specialized packaging equipment and visual inspection robots. We implemented various software tools to support planning, product verification, product validation, and the submission and administration of regulatory applications.

CONTINUED INVESTMENTS IN DEVELOPMENT

The Group's cost reduction measures did not affect our development program, which continued despite the team's having to work remotely. This meant that important projects like Straumann's



Our highly automated clear aligner production facility went into operation in Q1. With a present capacity of 10 000 units per day, it can be expanded and replicated in other locations.

innovative TLX and zygoma implant systems as well as extensions to the BLX implant portfolio all continued on track. In addition, we invested further in our technology development capabilities, for example in 3D-printing and standardized fatigue testing.

SUPPLY CHAIN MANAGEMENT

With many airlines suspending operations during the crisis, delivery to our subsidiaries was very challenging but we were able to maintain the supply chain thanks also to successful proactive stocking in regions and key markets (e.g. USA, Brazil, China, Japan, etc.).

ENSURING PRODUCT INTEGRITY FOR THE HEALTH AND SAFETY OF PATIENTS

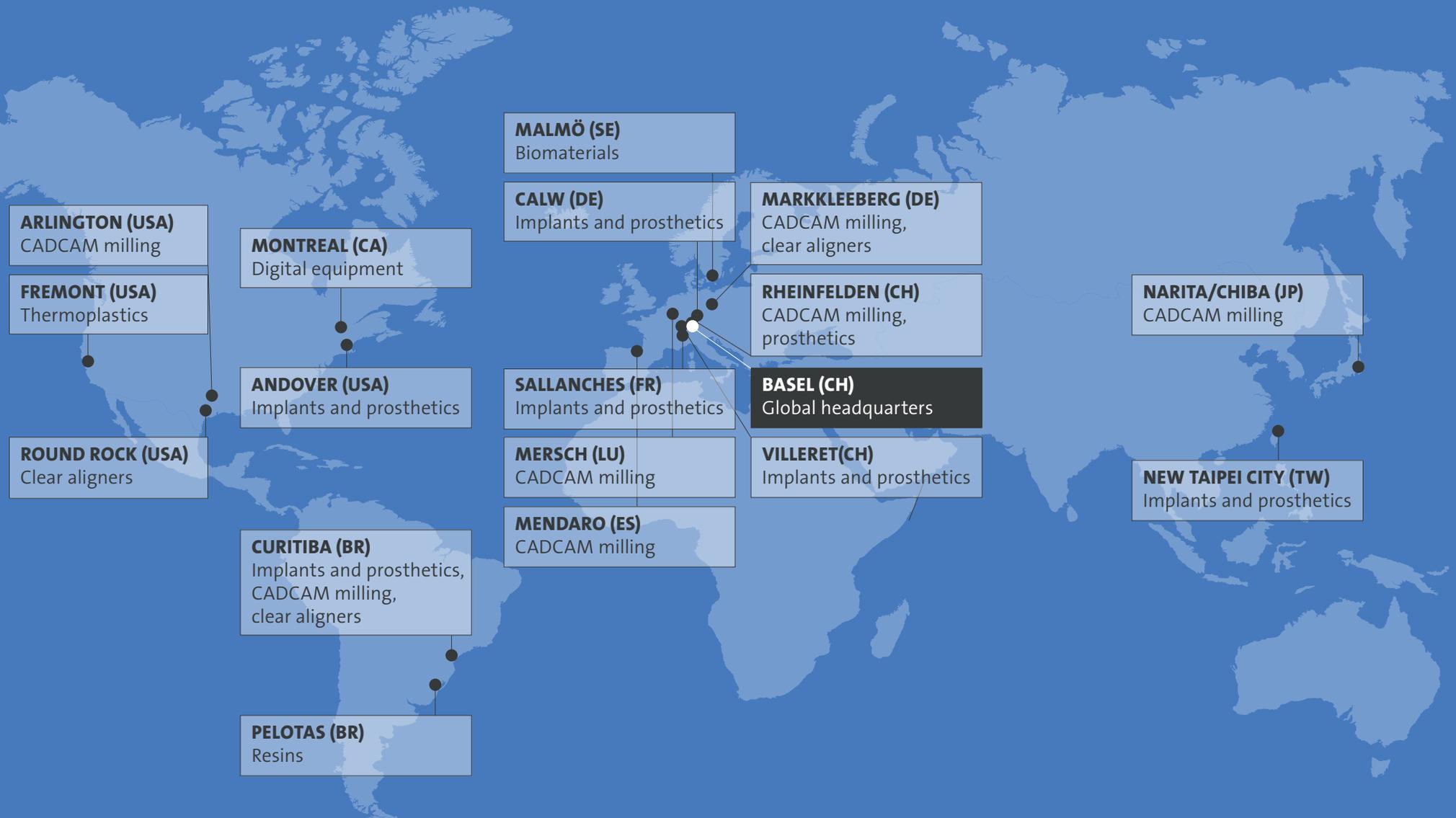
The integrity of our products and the health and safety of patients are paramount and are supported by state of the art quality management systems in production and development. Practically all of our 18 production sites are certified to ISO 13485 (see table on the right). The implementation of regulatory requirements is a management responsibility: controls to ensure product safety in the work environment are in place as well as risk management and design control measures in product development. Product traceability, validation processes for sterile medical devices and effectiveness of corrective and preventive actions are ensured (see p. 54f.).

Straumann Group production sites in 2020

Products	Location	Markets	Certifications and main countries for clearance, USFDA Establishment Registration (FEI)
Biomaterials	Malmö, Sweden (Straumann)	Global	ISO 13485, MSDAP ¹ ; FEI 3002806508
CAD/CAM prosthetics	Arlington, USA (Straumann)	US	Dental licence for lab activity; FEI 3005106405
	Markkleeberg, Germany (Straumann)	Europe	ISO 13485, MSDAP ¹ ; FEI 3011221537
	Mendaro, Spain (Createch)	Spain (Europe)	ISO 13485, Dental licence for lab activity
	Mersch, Luxemburg (Simed Anthogyr)	Europe	ISO 13485, Dental licence for lab activity
	Narita, Japan (Straumann)	Japan (Asia)	ISO 13485, Dental licence for lab activity
	Rheinfelden, Switzerland (etkon)	Switzerland	Dental licence for lab activity
Clear aligners	Curitiba, Brazil (ClearCorrect)	Brazil	ISO 13485
	Markkleeberg, Germany (ClearCorrect)	Europe	ISO 13485, application pending
	Round Rock, USA (ClearCorrect)	Global	ISO 13485, MSDAP ¹
Digital equipment	Montreal, Canada (Dental Wings)	Global	ISO 13485, MSDAP ¹ ; FEI 3006945044
Implant systems	Andover, USA (Straumann)	Global	ISO 13485, MSDAP ¹ China, Russia FEI 1000121052
	Curitiba, Brazil (Neodent, NUVO)	Global	ISO 13485, MSDAP ¹ ; FEI 3008261720
	New Taipei City, Taiwan (T-Plus)	Taiwan, China, US	ISO 13485 US, China
	Renningen/Calw, Germany (Medentika)	Global	ISO 13485 US, EU; FEI 3013232153
	Rheinfelden, Switzerland (Valoc)	Global	ISO 13485; FEI 3011787401
	Sallanches, France (Anthogyr)	Asia, Europe, Russia	ISO 13485, MSDAP ¹ EU, Russia, China FEI 4224
	Villeret, Switzerland (Straumann)	Global	ISO 13485, MSDAP ¹ China, Russia; FEI 3002807318
Resins/thermoplastics	Fremont, USA (Bay Materials)	Global	ISO 13485 application pending
	Pelotas, Brazil (Yllor Biomateriais)	LATAM	ISO 13485

1 MSDAP: Medical Device Single Audit Program, including Australia, Brazil, Canada, the United States and Japan.

Global production sites



ENVIRONMENT

A culture that balances economic performance and environmental targets

At the Straumann Group we are cultivating a high-performance corporate culture that balances economic performance, social commitments and environmental targets for the benefit of our stakeholders. We believe that environmental stewardship and combating climate change are essential to sustainable development and must be addressed collectively and globally. Mitigating our footprint by using energy and natural resources efficiently is a central element of our ambitions. As our operations have expanded rapidly, it is no surprise that our environmental footprint has also increased over the years.

The geographical spread, the speed of our growth and the acquisition of companies with different reporting capabilities add to the complexity of monitoring our impact on the environment. Nevertheless, we have strengthened our commitment and further expanded the scope of our environmental reporting to include recently acquired production facilities as well as larger non-production sites. In addition to providing further transparency, this will help us to create opportunities for meaningful improvement. Furthermore, we are in the process of analysing the use of vehicles by the Group, with a view to reporting and reducing emissions. Currently, the areas where we see the greatest leverage are in materials efficiency, waste management, energy use and water consumption. Care for the environment is included in our Code of Conduct for all employees, and our Code of Conduct for External Business Partners promotes the same goals in our supply chain.

BEYOND COMPLIANCE: SOUND ENVIRONMENTAL MANAGEMENT PRACTICES

As a supplier of medical devices, the Straumann Group complies with stringent regulations, including the analysis of raw materials and rigorous protocols for quality control to ensure the safety and effectiveness of our products. All manufacturing processes are fully documented to provide traceability.

In addition to complying with regulations, we track our energy consumption and resulting greenhouse gas emissions, we certify the environmental management systems at our principal manufacturing sites to ISO 14001, we communicate our progress over time and we have been participating in CDP's Climate Change program since 2010. In 2020, we improved our score from C to B- for the first time and reached the "Management" level of disclosure, which is awarded to companies taking coordinated action on climate issues. Our result places us above both the European overall regional average score and the medical equipment and supplies sector average.

In 2020, having successfully completed pilot initiatives (dunning process, vendor invoice handling, new procurement features, license management) we started the Global LEAN transformation program BEST (Business Excellence Straumann group) with a combination of skills development and improvement initiatives at the transactional and strategic levels. BEST integrates typical lean tools such as 5S workplace organization, efficiency improvement (8 wastes) and 5W & Pareto (root cause & prioritization). For 2021 we have several

continuous improvement projects in view, which are headed by a member of either the respective department or the BEST team.

Our goal is to become a lean company, which means achieving continuous efficiency improvements through the elimination of waste in manufacturing, warehousing, distribution, fulfillment and logistics processes. This extends to our energy consumption, material use, time management, quality control and handling of scrap and refuse. Increased productivity, improved safety and sustained employee commitment are additional benefits of lean initiatives and support the Group's strategic priority of further building a high-performance culture.



The Group continues to invest in state-of-the-art production technology to increase efficiency and reduce waste – for example these new Tornos CNC machines, which were installed in Andover in 2020.

Due to the COVID-19 pandemic we reduced business trips to an absolute minimum. Having learnt from this experience and adapted, we will seek to avoid unnecessary business travel and to reduce air travel in the future, when there is respite from the pandemic and mobility increases. In addition, we have several initiatives to reduce fossil fuel consumption by our staff commuting to work. These include public transport subsidies and encouraging the use of bicycles.

UNDERSTANDING OUR IMPACT

Both our business scope and our product portfolio have broadened significantly in recent years. Our product portfolio currently includes:

- dental implants and components made from pure titanium, titanium alloy and ceramic
- prosthetic elements made of ceramic, metal, or polymer
- clear aligners made of polymer
- biomaterials for tissue regeneration including proteins, collagens and bone derivatives
- digital equipment (e.g. scanners), milling machines and 3D printers, mostly manufactured by third parties and made mainly from metal, plastic, prefabricated electronic components and glass
- resins for 3D-printing and thermoplastics for clear aligner production
- prevention products (e.g. whiteners, fluoride varnish, airflow devices), hydrogen peroxidase and fluoride made by third party suppliers.

Our principal products, dental implants and abutments, are produced on turning and milling machines from metal rods/discs and ceramic discs/blanks. In the manufacturing process, we use



Medentika's new purpose-built facility in Calw is designed to increase capacity and efficiency.

cutting oil and other coolants/lubricants. Implant manufacture also includes sandblasting, acid etching, cleaning, packaging, and sterilization. We have also started to produce implant system components by ceramic injection moulding.

Our production processes make up our most significant internal environmental impact, followed to a much lesser extent by activities in research and development. We 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.

MORE SITES COVERED IN OUR REPORTING

From 2019 on, we have extended the environmental data collection process beyond our production sites to include offices and warehouses with more than 100 employees. The data reported here aggregate our global headquarters in Basel, Switzerland, our country headquarters and logistics center* in Freiburg, Germany, Neodent's headquarters in Curitiba, Brazil, and our

production/logistics sites in:

- Andover, Arlington, Fremont*, and Round Rock (USA)
- Curitiba and Pelotas* (Brazil)
- Malmö (Sweden)
- Markkleeberg, Hügelsheim* and Renningen (Germany)
- Mendaro (Spain)
- Mersch (Belgium)
- Montreal (Canada)
- Narita (Japan)
- New Taipei City (Taiwan)
- Sallanches (France), and
- Villeret and Corgémond (Switzerland).

* newly added locations with data for 2019 and 2020

MATERIALS, WASTE AND WATER

Titanium consumption decreased slightly year-on-year reflecting the global impact of the pandemic, which was counterbalanced by new launches and production expansion at some locations. While implant volumes increased, the use of metals (mainly cobalt chrome alloy) for CAD/CAM prosthetics at our existing sites went down, reflecting the trend towards local milling by customers, a shift towards modern materials like zirconia and improvements in raw material yield by increasing nesting density, i.e. arranging items to obtain the largest number of prosthetics from each disc of raw material. Titanium recycling remained stable overall. The increase in thermoplastics consumption was due to the sustained, strong growth in our clear aligner business. Consumption of photopolymers, on the other hand, remained fairly stable.

The use of operating supplies such as oils, cleaning solvents and acids decreased reflecting the overall reduction in production.

Waste in general also decreased in 2020. The optimization of waste streams and improved separation of waste fractions continued to be an important driver in this context. Water consumption increased moderately, mainly as a result of the introduction of aligner production in Markkleeberg and the aligner production expansion in Curitiba.

The Group's paper consumption has steadily declined over the past years. This trend was strongly accentuated in 2020 due to remote working and the increased use of online meetings. Since 2016, Straumann has provided its Instructions For Use in digital form online, gradually replacing conventional, paper-based IFUs. To date, this has led to reductions in external paper use of about 319 tons.

Several initiatives to reduce waste and to save water were successfully implemented in 2020, including the following examples:

USA

- In Andover, we installed high-capacity equipment to compact metal turnings from our CNC operation into desirable 'pucks' which are processed by a local recycler. The equipment enables entrained cutting fluids to be separated completely, packaged and reused offsite.
- Capacities for recycling cardboard and paper have been increased.
- We installed a new aqueous cleaning line, which achieves the required implant cleanliness with 20% less water.

Switzerland and Germany

- We introduced a new ecologically friendly packaging concept for our Learn in a box initiative.
- In Villeret, we returned 10 000 plastic boxes for recycling instead of discarding them as refuse.
- Personal stainless-steel water bottles for each staff member reduce consumption of disposable plastic cups by 300 000 per year.

Sweden

- In Malmö, recycling stations were set up to optimize plastic waste separation.

France

- At various locations, we launched #MayTheEcologyBeWithYou, a campaign to encourage engagement in sustainable initiatives. Employees voted on actions proposed by Management, including the replacement of paper cups and plastic bottles with reusable alternatives.

Energy consumption declined slightly due to the pandemic, countered by new launches and production expansion in some locations.

ENERGY USE AND GREENHOUSE GAS EMISSIONS

More than 87% of the total energy consumed in 2020 was electricity. The remainder was associated with fuels for heating or manufacturing. In 2020, we began to analyse our global use of renewable energy systematically. More than 56% of the energy we consumed came from renewable sources. For electricity alone, the amount was over 64%. Several sites have already been relying on 100% certified green electricity. We will continue to work diligently to source renewable electricity or generate our own renewable energy wherever feasible in the future. Overall, our energy consumption declined slightly, reflecting a reduction due to the impact of the pandemic, countered by an increase due to new launches and production expansion in some locations.

Consumption of electricity and heating energy per capita increased moderately, reflecting the workforce reduction, production expansion and the installation of additional machinery. Greenhouse gas emissions developed in line with energy consumption. In addition to our initiatives to minimise waste and to save water, our efforts in 2020 to reduce energy consumption and greenhouse gas emissions in operations included the following:

- In Villeret, we installed a new gas boiler that is considerably more efficient, and we raised staff awareness of saving energy by switching off computers, monitors and desk lamps.
- In Andover, six new CNC turning machines went into operation, which significantly reduce cycle time and consume 30% less electricity.

**Environmental key performance indicators
(as per 27 January 2021)**

		Performance indicator	Unit	2020	2019 ¹
Product raw materials	Titanium	Consumption	tons	44.1	45.2
		Recycling (consumption minus product)	tons	24.6	26.4
	Cobalt chrome	Consumption	tons	7.4	11.4
		Recycling	tons	2.5	3.2
	Zirconia	Consumption	tons	5.7	5.6
	Thermoplastics	Consumption	tons	215.7	177.9
Photopolymers	Consumption	tons	87.5	90.1	
Operating materials	Various oils	Consumption	tons	153.1	158.0
		Recycling	tons	59.0	106.8
	Cleaning solvents	Consumption	tons	65.7	78.7
		Recycling	tons	34.4	37.9
	Acids	Consumption	tons	80.0	100.0
	Paper	Consumption	million sheets	7.4	9.4
		Per capita ²	sheets/employee	1 798	2 113

- 1 New sites were included as of 2019 (see also p. 76). In addition, 2019 data quality was optimised, resulting in retroactive adjustments. The following data categories (topic-sepcific GRI disclosures) were significantly changed as a consequence of added sites and adjustments: materials (301-1), energy intensity (302-3), water withdrawal (303-3), greenhouse gas intensity (305-4), effluents and waste (306-2).
- 2 Per capita figures refer to headcount per end of year at relevant sites only.

**Titanium consumption
(tons)**



-3%

**Titanium recycling
(%)**



-5%

**Oils and solvents consumption
(tons)**



-8%

**Oils and solvents recycling
(%)**



+8%

1 Figures include new sites as of 2019.

Environmental key performance indicators (as per 27 January 2021)

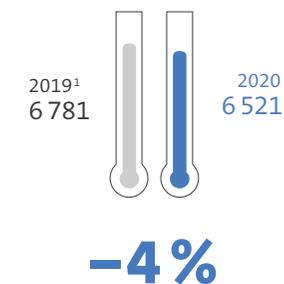
		Performance indicator	Unit	2020	2019 ¹
Energy	Electricity	Consumption ³	MWh	45 097	45 507
		Per capita ²	MWh/employee	11.0	10.3
	Heating	Total heating energy	MWh	6 521	6 781
		– Fossil fuels	MWh	5 449	5 421
		– District heat	MWh	1 072	1 359
		Total heating energy per capita ²	MWh/employee	1.6	1.5
Emissions	GHG emissions	Total emissions	tons CO ₂ e	10 471	10 721
		– Direct (Scope 1) ⁴	tons CO ₂ e	1 136	1 185
		– Indirect (Scope 2) ^{5,6}	tons CO ₂ e	9 335	9 536
	Total emissions per capita ²	tons CO ₂ e/employee	2.6	2.4	
Water	Water	Consumption ⁷	m ³	80 379	75 527
		Per capita ²	m ³ /employee	19.6	17.1
	Untreated waste water	Disposal	m ³	100	300
Waste	Diverse waste	Hydroxide sludge	tons	13.2	17.9
		Contaminated material	tons	51	91
		Solvents	tons	8.1	25.5
	Refuse	Total refuse	tons	1 013	1 008
		Per capita ²	kg/employee	247	228

- 1 New sites were included as of 2019 (see also p. 76). In addition, 2019 data quality was optimised, resulting in retroactive adjustments. The following data categories (disclosures) were significantly changed as a consequence of added sites and adjustments: materials (301-1), energy intensity (302-3), water withdrawal (303-3), greenhouse gas intensity (305-4), effluents and waste (306-2).
- 2 Per capita figures refer to headcount per end of year at relevant sites only.
- 3 Includes 61 MWh (2019: 265 MWh) diesel consumption for electricity generation.
- 4 Scope 1 emissions comprise greenhouse gases emitted by sources owned or controlled by the Group, such as heating units.
- 5 Scope 2 emissions comprise greenhouse gases emitted in the production of electricity and district heat the Group consumes.
- 6 Greenhouse gas emissions associated with electricity consumption of 9097 t CO₂e (2019: 9235 t CO₂e) were 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.
- 7 Water was withdrawn from the following sources: municipal water supplies (freshwater) = 57 979 m³ (2019: 55 874 m³), groundwater (freshwater) = 22 400 m³ (2019: 19 653 m³).

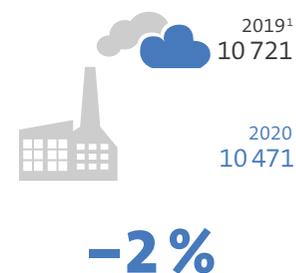
Electricity consumption (MWh)



Heating energy (MWh)



CO₂e emissions (tons)



Refuse (tons)



¹ Figures include new sites as of 2019.