



Geberit Group

# Sustainability

Sustainability

# CEO statement on sustainability

# CEO statement on sustainability



We look back on an extremely successful, but from an operational point of view very challenging financial year. The further increase in results compared to the previous year was based on our structural and financial strength as well as our prudent crisis management right from the start of the COVID-19 pandemic. This enabled us to further consolidate our position as leading supplier of sanitary products and gain market shares.

## Consistent climate change mitigation

Since the acquisition of the energy-intensive ceramics business in 2015, Geberit has been able to reduce CO<sub>2</sub> emissions in relation to currency-adjusted net sales (CO<sub>2</sub> intensity) by 38%. Absolute CO<sub>2</sub> emissions were also able to be reduced significantly under the target value of 240,000 tonnes (2021: 217,009 tonnes). These results mean that between 2015 and 2021 Geberit overfulfilled the target specified in the Science Based Targets Initiative (SBTi) of limiting global warming to "well below 2°C" above pre-industrial levels. As we would like to continue down and further expand on this successful path, we developed a new CO<sub>2</sub> strategy in 2021. The goal in the future is to continue to reduce CO<sub>2</sub> intensity by an average of at least 5% per year.

A core element of the new CO<sub>2</sub> strategy is its integration into all relevant business processes. In addition to improved transparency, a focus is being placed on the measurability and direct responsibility of management and employees by means of short-term and medium-term goals. The annual achievement of objectives regarding CO<sub>2</sub> reduction is now relevant to bonuses for the some 220 members of Group management as well as employees in Switzerland (a total of 1,500 employees). In order to integrate the CO<sub>2</sub>-reducing activities into the business processes in the best possible manner, an internal CO<sub>2</sub> pricing has now been introduced together with the annual definition

of an internal CO<sub>2</sub> reference price, which serves as a basis for deciding on investments in measures to reduce the amount of energy used or CO<sub>2</sub> emissions. This is in addition to rolling medium-term planning for the CO<sub>2</sub> emissions at all major plants.

## A leader in sustainability in the branch

In addition to climate change mitigation, we are also pushing forward with numerous other sustainability topics. This is demonstrated among others by our Platinum rating on the EcoVadis platform, which is an important sustainability rating for suppliers. Geberit wants to further expand on its leading role in sustainability in the sanitary industry. We also make a contribution to the UN 2030 Agenda for Sustainable Development, focussing on four of the 17 Sustainable Development Goals. We have been a member of the UN Global Compact since 2008 and are engaged in the area of environmental protection, responsible labour practices, human rights and the prevention of corruption both within the company itself and in our supply chain.

Our products are the key element in our value chain. Here, we promote closed material cycles and have been following the eco-design approach consistently since 2007. Eco-design is vital in allowing us to control the important environmental impacts of our products when selecting materials and during use. Since 2007, this systematic approach has been used in more than 170 product developments.

## Focus on employees and targeted social responsibility

Another of our responsibilities – particularly during the current COVID-19 crisis – relates to the occupational health and safety of our employees. Further progress was seen here during the reporting year, with an 11% reduction in both accident frequency and severity. An employee survey carried out in the reporting year showed high levels of motivation and loyalty among our staff that far exceed the average scores achieved by other industrial companies. Furthermore, an equal pay analysis conducted by PwC in Switzerland confirmed that equal pay between female and male employees is upheld.

Added to this is our social responsibility, which we fulfil in a number of ways. This includes commissioning workshops for disabled persons on a regular basis. In the reporting year, orders amounted to CHF 10 million and gave around 550 people meaningful work.

Christian Buhl  
CEO

Sustainability

# Materiality analysis

## Materiality analysis

A review of the materiality analysis was carried out as part of the switchover to the GRI Standards. Some topics were aggregated (as required by the GRI Standards) and further relevant topics added. Like in the sustainability strategy, all material topics are assigned to the categories People, Planet and Profit. In the People category, the occupational safety topic was expanded to include the health aspect. In the Planet category, the resources topic was expanded to include the circular economy aspect. In the Profit category, the topics product management and innovation, quality as well as production and digitalisation/BIM were added as material topics. Furthermore, the topic of data protection was identified as relevant in connection with the introduction of the EU's General Data Protection Regulation (GDPR). This enabled a high degree of consensus on the selection of material topics with the key approaches in the corporate and sustainability strategy to be achieved.

The current materiality analysis was reviewed and approved by an external stakeholder panel in September 2020.

Material aspects are deemed material if they are significant from the internal perspective of the company and/or the external perspective of stakeholders.

<b>People</b>					
<b>Employees</b>			<b>Society</b>		
Employment	Occupational health and safety	Training and education	Anti-corruption	Anti-competitive behaviour	Regional employer
Diversity and equal opportunity	Non-discrimination	Freedom of association	Indirect economic impacts	Human rights, child and forced labour	Social responsibility
<b>Planet</b>					
<b>Environment</b>					
Resources and circular economy	Energy	Water	CO <sub>2</sub> and other emissions	Waste water and waste	Environmental compliance
<b>Profit</b>					
<b>Products and Innovation</b>			<b>Operations</b>		
Product management and innovation	Quality	Product compliance	Procurement	Production	Logistics
<b>Customers</b>				<b>Economy</b>	
Customer relations	Customer health and safety	Marketing and labelling	Digitalisation / BIM	Data protection	Economic performance

Sustainability

# Sustainability strategy

## Sustainability strategy

For Geberit, sustainability means being oriented towards the future as well as operating and being successful over the long term. A long-term orientation means striking a balance between economic, environmental and social aspects in all decision-making processes. In addition to sustained high profitability, value is simultaneously created for many other stakeholders: innovative, design-oriented and sustainable products; training and education of plumbers, sanitary engineers and architects; the smallest possible environmental footprint along the entire value chain; production plants with prospects for employees in numerous regions; a cooperation with suppliers and business partners that is based on fairness; and leadership for sustainable development in the sanitary industry. The → [graphic below](#) shows how Geberit implements integrated sustainability and thus creates value. The vision of achieving sustained improvement in the quality of people’s lives with innovative sanitary products represents the starting point. To bring this vision to fruition, Geberit continuously refines its products, systems and services and sets new standards as a market leader in the area of sanitary products. Values such as integrity, team spirit, enthusiasm, modesty and an ability to embrace change are core factors. The long-term core strategy is based on four pillars: Focus on sanitary products, Commitment to design and innovation, Selective geographic expansion and Continuous optimisation of business processes. This strategy is implemented on the basis of six growth and earnings drivers. The sustainability strategy supplements the core strategy and the growth and earnings drivers with twelve concrete modules. These modules strengthen the business model and generate added value for various stakeholders in the areas People, Planet and Profit in a targeted manner. The results of these activities show the diverse added value in the three dimensions of sustainability. At the same time, the results contribute to the UN Sustainable Development Goals (SDGs) set out in the 2030 Agenda for Sustainable Development (see → [SDG Reporting](#)). Goal number 6 – “Clean Water and Sanitation” – and goal number 11 – “Sustainable Cities and Communities” – are a key focus for Geberit. However, significant contributions are also made when it comes to “Decent Work and Economic Growth” (goal number 8) and “Industry, Innovation and Infrastructure” (goal number 9). The modules of the sustainability strategy bundle current and future projects, initiatives and activities. Each module contains clear responsibilities with measurable objectives, derived measures and quantifiable key figures for effective monitoring.

People		Planet		Profit	
Employees & corporate culture	Health & safety	Resources & circular economy	Energy & CO <sub>2</sub>	Sustainable supply chain	Green production
Compliance & governance	Social responsibility	Water	Eco-design & sustainable products	Green logistics	Sustainable building





## Employees & corporate culture



Geberit positions itself as an attractive employer and strives to offer jobs of the highest quality. Geberit supports disadvantaged employees and apprentices.

### Important facts and achievements 2021

- Group-wide roll-out of the revised valYOU performance management process for white collar employees and pilot phase for blue collar employees, combined with a training course for managerial staff.
- Potentials Management Programme for talented prospects within the company. Establishment and development of management, methodological and social skills in preparing for the next career step.
- Operations Development Programme (ODP) for talented internal and external prospects in Operations.
- Promotion of decentralised collaborations with universities, plus active participation in the international UNITECH and BEST networks.
- Development programme for over 100 regional sales managers from European sales companies based on standardised management principles and instruments.
- Employment of 278 apprentices with a transfer rate to a permanent employment relationship of 85%.
- Group-wide employee survey with good to very good results overall. Derivation of suitable measures at the local companies.
- Execution of an equal pay analysis conducted by PwC in Switzerland confirming that equal pay between female and male employees is upheld.

### Outlook for 2022 to 2024

- Roll-out of the valYOU process in all companies for blue collar employees.
- Introduction of a standardised Group-wide management training course, particularly for new managerial staff.
- Further development of the Operations Development Programme (ODP) for internal and external managerial staff in Sales and Marketing.
- Execution of a leadership programme with the Business School at the University of St. Gallen for around 200 members of senior management.
- Continuation of the development programme for managerial staff at the sales companies.
- Targeted support for transfer of apprentices to a permanent position. Target rate is 75%.
- Implementation of the measures defined as a result of the employee survey.

## Health & safety



Geberit operates safe production plants and logistics sites, and promotes a health and safety culture at a high level.

### Important facts and achievements 2021

- Global certification of all production plants and central logistics in accordance with ISO 45001 (occupational health and safety).
- Exchange of best practices and accident analyses encouraged.
- Decrease in the accident frequency rate (AFR) by 11.2% to 7.9 (accidents per million working hours) and in the accident severity rate (ASR) by 11.1% to 152.8 (days lost per million working hours). The absenteeism rate due to accidents and illness was 4.71%.
- Increased occupational health and safety and ergonomics as part of the continuous optimisation and modernisation of processes and systems, by replacement of hazardous substances, by reduction of noise emissions and by the use of robots and lifting aids.
- The comprehensive "Vital" healthcare programme is offered at six locations, which represent around 40% of the entire workforce.
- Start of an eLearning programme to raise awareness of behaviour-related accidents.
- Implementation of the action plan for reducing quartz dust, including measurements and monitoring of targets in the ceramics plants.
- Final roll-out of the software for capturing and monitoring accident data.

### Outlook for 2022 to 2024

- Halving of the accident frequency rate and accident severity rate between 2015 and 2025; AFR target: 5.5; ASR target: 90.
- Implementation of audits across plants.
- Further improvement in ergonomics, particularly in the ceramics plants and in logistics.
- Expansion of the measures in the "Vital" programme to additional countries and sites.
- Continuation of the eLearning programme on occupational safety in the production plants and logistics.
- Continuation of the action plan for reducing quartz dust.

## Compliance & governance



Geberit complies with all laws, guidelines, norms and standards. Geberit checks the effectiveness of its internal monitoring systems and guidelines and implements appropriate measures in the event of misconduct.

### Important facts and achievements 2021

- The review of adherence to the Geberit Code of Conduct in all organisational units and in interviews conducted by the Internal Audit Department with managing directors on topics from the Code of Conduct resulted in the discovery of no significant breaches.
- Two incidents were reported via the Geberit Integrity Line for employees, and no incident was reported via the Integrity Line for suppliers.
- Processing of enquires from various countries on the permissibility of marketing and sales campaigns under antitrust legislation.
- Revision of the eLearning programme on antitrust legislation at sales companies outside Europe. Comprehensive training activities and execution of numerous internal audits in the area of antitrust legislation.
- Further expansion of data-protection compliance, comprehensive training activities, execution of numerous internal audits, plus external auditing.
- Execution of an external audit of the Geberit compliance organisation by KPMG focusing on antitrust legislation, corruption, product liability, employee rights and sustainability, with good results achieved overall.

### Outlook for 2022 to 2024

- Roll-out of the eLearning programme on antitrust legislation for markets outside Europe.
- Regular training activities and execution of audits in the area of antitrust legislation in collaboration with the Internal Audit Department.
- Further development of data-protection compliance, regular training activities and execution of audits in collaboration with the Internal Audit Department.
- Further roll-out of the EHS compliance tool in production plants and logistics in Europe.

## Social responsibility



Geberit fulfils social responsibilities in society within the scope of the UN Sustainable Development Goals.

### Important facts and achievements 2021

- Geberit employees contributed 1,650 hours of charitable work as part of social projects.
- Partnership with the Swiss development organisation Helvetas on the topic of drinking water and sanitary facilities in developing countries.
- A social project was carried out in Ukraine with eight Geberit apprentices. Renovation and new construction of sanitary facilities at a vocational school and student hall of residence.
- Workshops for disabled persons were commissioned with simple assembly and packaging work totalling CHF 9.7 million, thus giving around 550 people meaningful work.
- Reuse of ceramic products that are no longer required in various social institutions in Moldova.

### Outlook for 2022 to 2024

- Performance of a volunteering project in Nepal with Polish employees in collaboration with Helvetas.
- Implementation of a social project in Turkey with apprentices.
- Review of the effectiveness of social projects two to three years after their implementation.

## Resources & circular economy



Geberit conserves natural resources and practises the circular economy along the value chain.

### Important facts and achievements 2021

- The absolute environmental impact increased by 4.0%, while the environmental impact in relation to currency-adjusted net sales (eco-efficiency) was reduced by 9.3%. This figure is clearly above the target of 5% per year.
- Global certification of all production plants and central logistics in accordance with ISO 14001 (environment). Renewal of the Group certificate with validity until 2024.
- The number of hazardous substances used in the production plants was reduced by 3%.
- Internal recycling of around 10,000 tonnes of plastic waste from production, with 957 tonnes of high-quality ABS regranulate and 4.2 tonnes of PP regranulate used.
- Participation in Operation Clean Sweep to prevent the pollution of the environment with plastic pellets.
- Resource efficiency was improved in ceramic production by 6.1% to 0.45 kg waste/kg ceramic. 13.1% improvement since 2018, thus exceeding the three-year target (10%).

### Outlook for 2022 to 2024

- Improvement of eco-efficiency by 5% per year.
- Reduction of hazardous substances in production plants by 5% per year.
- Search for further high-quality plastic regranulates.
- Identification of ways in which to close internal material cycles and make production waste useful as secondary materials.
- Participation in TEPPFA study on the overall consideration of environmental aspects in the plastic pipe industry.
- Reduction of scrap rate and improvement of resource efficiency in ceramic production by a further 10% from 2021 to 2024 to 0.4 kg waste/kg ceramic.

## Energy & CO<sub>2</sub>



Geberit actively contributes to climate change mitigation and consequently reduces its energy consumption and CO<sub>2</sub> emissions.

### Important facts and achievements 2021

- Increase of absolute CO<sub>2</sub> emissions (Scopes 1 and 2) by 5.1% to 217,009 tonnes, and reduction of CO<sub>2</sub> emissions in relation to currency-adjusted net sales (CO<sub>2</sub> intensity) by 8.4%.
- Improvement in CO<sub>2</sub> intensity of 38.3% since the acquisition of the ceramics business, meaning the target for 2021 was exceeded.
- The volume of purchased green electricity increased by 17 GWh to 85 GWh. Renewable energy sources accounted for 49.5% of electricity and 5.0% of combustibles.
- 4.0 GWh of green electricity was produced in Givisiez (CH) and Pfullendorf (DE).
- Addition of a PV installation on the logistics building in Alsager (UK), plus replacement of existing lighting with LED technology.
- Five German production plants received ISO 50001 certification (energy).
- Update to the CO<sub>2</sub> strategy with comprehensive targets and measures, introduction of an internal CO<sub>2</sub> reference price and establishment in the bonus matrix.

### Outlook for 2022 to 2024

- Same improvement in CO<sub>2</sub> intensity as for eco-efficiency by 5% per year in the medium term.
- Reduction of absolute CO<sub>2</sub> emissions (Scopes 1 and 2) by 47% between 2015 and 2035 to 136,000 tonnes (organic, according to SBTi WB2D).
- Introduction of an energy/CO<sub>2</sub> master plan at the plants with the largest carbon footprint (including ceramics plants).
- Evaluation of technologies for carbon-neutral ceramics production.
- Project for reusing ceramic waste for new products.
- Purchase of an additional 20 GWh of certified green electricity in Poland and Germany.
- Fuel-reduction plan for new vehicles and promotion of electromobility.

## Water



Geberit supports the economical and careful use of water along the value chain.

### Important facts and achievements 2021

- Almost 100% of the water consumed by Geberit can be attributed to the product usage phase.
- Since 1998, some 38,210 million m<sup>3</sup> of water has been saved to date through the use of water-saving flushing systems. In 2021 alone, the water saved amounted to 3,590 million m<sup>3</sup>.
- Water consumption in ceramic production reduced by 9.5% to 5.9 l/kg ceramic. 10.3% improvement since 2018, thus exceeding the three-year target (5%).

### Outlook for 2022 to 2024

- Registration of additional water-saving products in accordance with the European water label.
- Reduction of the amount of water consumed in ceramic production by a further 5% from 2021 to 2024 to 5.6 l/kg ceramic.

## Eco-design & sustainable products



During the development process, Geberit products are optimised with regard to their environmental friendliness, resource efficiency, recyclability and durability. Environmental aspects are already considered during technology development.

### Important facts and achievements 2021

- Over 170 eco-design workshops have been held in product development since 2007.
- A wide range of product improvements has been made with regard to environmental friendliness:
  - Further roll-out of the Geberit iCon toilet range with Rimfree Plus technology and new flush valve type 212, with optimal setting of the flush volume and very good flush performance.
  - New fill and flush valves for floor-standing WCs in the Nordic markets, with flush volumes of 4/2 litres and the share of plastic regranulate used exceeding 50%.
  - New Geberit FlowFit drinking water system: hydraulically optimised, ergonomically enhanced, halogen-free and with a system for returning used protective caps and pressing indicators.

### Outlook for 2022 to 2024

- Systematic continuation of eco-design workshops for product development.
- Integration of “Design for Recycling” principles in product development.
- Search for alternative materials or a combination of existing materials for optimising resource efficiency in sanitary products.
- Expansion of the product portfolio to support sustainable building.



## Sustainable supply chain



Suppliers demonstrably comply with Geberit's high standards for environmentally friendly and socially responsible production.

### Important facts and achievements 2021

- The Code of Conduct was signed by 2,568 suppliers. This equates to over 90% of the total procurement value. No incidents were reported via the Integrity Line for suppliers.
- EHS (Environment, Health and Safety) audits were conducted and tracked, particularly in the highest sustainability risk category. This comprises 171 suppliers (some 8% of the procurement value).
- The supplier sustainability risk matrix was updated, with five third-party EHS audits carried out at suppliers in China.
- Regular training on procurement and sustainability at the sales organisation. Participation in a working group of the UN Global Compact on sustainable supply chains.
- Revised purchasing strategy focusing on the total value of ownership, plus a holistic assessment of suppliers, including sustainability aspects.

### Outlook for 2022 to 2024

- All new suppliers have to sign the Code of Conduct.
- Further EHS audits of suppliers are to be carried out by Geberit and external partners, with the corrective measures being checked.
- Analysis of existing and new laws on supply chains in Europe together with the derivation of suitable measures.
- Integration of EHS audits in the newly developed internal audit tool.
- More intensive collaboration with suppliers in the area of sustainability and CO<sub>2</sub>.

## Green production



Geberit procures, builds and operates durable and high-quality infrastructures such as buildings, equipment and tools.

### Important facts and achievements 2021

- Closure of three smaller plants in Daishan (CN), Elyria (US) and Dymmer (UA). Expansion of logistics in Pune (IN) and preparatory work for the construction of a new production hall in Lichtenstein (DE).
- 209 injection moulding machines with energy-efficient drive technology (hybrid, fully electrical, standby) and commissioning of a fifth fully electrical blow-moulding machine.
- Process optimisation in the production of welded Mapress Stainless Steel fittings in order to improve efficiency, quality, waste and ergonomics, while also simultaneously reducing pickling step by step.
- Manufacture of a WC seat and lid using recyclable thermoplastics instead of non-recyclable duroplast plastics in Pfullendorf (DE).
- Replacement of conventional plaster casting systems with modern high-pressure casting systems in Kolo (PL) and Slavuta (UA) in order to increase efficiency, improve ergonomics and reduce raw material consumption and plaster waste.

### Outlook for 2022 to 2024

- Further increase in the number of injection moulding machines with energy-efficient drive technology from 209 to 239. Commissioning of a sixth fully electrical blow-moulding machine.
- Continued process optimisation in the production of welded and straight Mapress fittings.
- Replacement of existing systems with the latest generation of WC high-pressure casting systems in Ekenäs (FI) in order to increase efficiency while simultaneously reducing energy and water consumption.
- Modernisation of raw material processing, including the installation of silos and conveyor systems and automatic dosing in order to increase efficiency and reduce dust emissions.
- Step-by-step automation of the glazing process in Carregado (PT) in order to increase efficiency, improve ergonomics and reduce raw material consumption.

## Green logistics



Geberit optimises its logistics with regard to energy consumption, emissions and packaging.

### Important facts and achievements 2021

- The transport service providers handled 672.3 million tkm, which was up on the previous year (528.6 million tkm) mainly due to sales growth, an increase in deliveries to far-away countries and adjustments in data collection. This resulted in CO<sub>2</sub> emissions of 77,292 tonnes (previous year 61,653 tonnes).
- Increased share of state-of-the-art Euro 6 trucks at 82% (previous year 73%).
- Four trucks powered by natural gas in operation between Jona (CH) and Pfullendorf (DE) and on other routes.
- The optimised calculation and better utilisation of freight capacity as well as the bundling of long-goods deliveries reduced the number of trips required. Around 325 truck journeys were saved thanks to the double stacking of cisterns for major customer deliveries in Germany.
- The eco-efficiency of logistics (environmental impact per tkm) has improved by 31% since 2015.
- The ongoing reduction of the amount of packaging saves resources and reduces the environmental impact.

### Outlook for 2022 to 2024

- Further optimisation of loading capacity through scheduling and organisational changes as well as the use of larger shipping containers.
- More intensive use of Euro 6 vehicles.
- Identification of suitable alternative drive technologies for trucks as part of a pilot project with a transport service provider.
- Optimisation of packaging quantities taking into account the optimal protection and transportability of the products.

## Sustainable building



Geberit has in-depth expertise in the fields of water conservation, quality of drinking water, sound insulation, hygiene and cleanliness. Geberit is the leading partner in the planning and implementation of first-class sanitary solutions for sustainable building.

### Important facts and achievements 2021

- A broad range of Geberit products that help with the implementation of sustainable building concepts and standards such as LEED, BREEAM, DGNB and Minergie.
- Member of various sustainable building associations in CH, DE, ES, US and AU.
- Over 95% of bathroom furniture of the Geberit brand and all new bathroom furniture is FSC<sup>TM</sup> certified (FSC-C134279).
- Two new Environmental Product Declarations created for Geberit Mapress pipes and fittings in accordance with the EN 15804 standard. In total, products with an EPD account for 23% of Group sales.
- With 76 out of 100 points, Geberit attained Platinum status as a supplier on the EcoVadis platform for sustainable supply chains for the second year running.
- BIM product data available for the entire Geberit range, with the Revit plug-in already downloaded over 6,500 times.

### Outlook for 2022 to 2024

- Training and development of expertise in the field of sustainable building at the sales companies.
- 100% of bathroom furniture of the Geberit brand and over 80% of the remaining bathroom furniture is FSC<sup>TM</sup> certified (FSC-C134279).
- Creation of further Environmental Product Declarations and simplification of the creation process.
- More systematic recording of environmentally relevant product data, i.e. for BIM.

Sustainability

# Sustainability performance report

# 1. Introduction

Geberit's sustainability reporting is fully integrated in the online Annual Report, as it has been for some years. The company's systematic and transparent communication on the subject of sustainability is addressed to a range of target groups, including customers and partners, investors, the general public and company employees. Overall, Geberit thus wishes to demonstrate to its stakeholders and shareholders the many and sustainable ways in which it creates added value. To this end, information is made available at different levels:

- [→ CEO statement on sustainability](#)
- [→ Sustainability at a glance](#)
- [→ Business and financial review](#) as part of the Annual Report with supplementary chapters on [→ Employees](#), [→ Customers](#), [→ Innovation](#), [→ Production](#), [→ Procurement and logistics](#), [→ Sustainability](#), [→ New CO<sub>2</sub> strategy](#), [→ Compliance](#) and [→ Social Responsibility](#)
- [→ Materiality analysis](#)
- [→ Sustainability strategy](#) with objectives, measures and results
- [→ Key figures sustainability](#)
- [→ SDG Reporting](#)
- [→ Communication on Progress UNGC](#)

Since 2006, a sustainability performance report has been presented annually in accordance with the guidelines of the Global Reporting Initiative (GRI). In this reporting year, Geberit has once again implemented the "Comprehensive" option of the GRI Standards. As part of the Materiality Disclosures Service, the GRI inspected whether the GRI Content Index is clearly presented and the references for disclosures GRI 102-40 to GRI 102-49 match the corresponding parts of the report. The successful inspection is indicated by the GRI label in the [→ GRI Content Index](#). The Report is available in German and English. The German version is binding. A [→ SASB Content Index](#) was also created for the second time in succession for this reporting year.

As prescribed by the GRI, a [→ Materiality analysis](#) based on the aspects defined by the GRI was the strategic starting point. In 2020, Geberit consulted an [→ external Stakeholder Panel](#) for the fifth time. Its mandate consisted of providing feedback on the materiality analysis, sustainability performance, sustainability strategy and sustainability communication as well as on relevant opportunities and risks associated with climate change. The external panel summarised the results in a panel statement. The response from Geberit to the panel statement illustrates how the recommendations are being taken into consideration in the further development of the sustainability strategy and reporting. The next stakeholder panel is planned for 2022.

## 2. Strategy and Analysis

### **GRI 102-14 CEO statement on sustainability**

For the statement of Christian Buhl (CEO), see → [CEO statement on sustainability](#).

### **GRI 102-15 Key impacts, risks and opportunities**

For Geberit, sustainability means bringing about a sustained improvement in people's standard of living through innovative sanitary products and thereby generating long-term added value for customers, society and investors. This means striking a balance in decision-making processes between economic, environmental and social aspects. One focal point of Geberit involves identifying important technological and social trends in good time in dialogue with stakeholders and developing suitable products and services for customers that also generate added value for other stakeholders. The long-term orientation minimises risks for business development that are not only of a purely financial nature but arise from social developments and environmental challenges, such as climate change and water scarcity.

Geberit has a long commitment to sustainability and has thus followed a long-term environmental and sustainability strategy since 1990 that includes both ongoing and future projects, initiatives and activities. Each module in the strategy contains clear responsibilities with measurable objectives, derived measures and quantifiable key figures for effective monitoring. The → [Materiality analysis](#), which is used as a basis for the established → [Sustainability strategy](#) and was carried out in 2016 based on the GRI Standards (2016), prioritises the key topics for Geberit and simultaneously highlights the areas in which added value for stakeholders is created. These are as follows:

- resource-efficient and sustainable sanitary systems for water management in buildings,
- water-saving and sustainable products,
- environmentally friendly and resource-efficient production,
- comprehensive, measurable climate change mitigation that is geared towards implementation,
- a supply chain and logistics which satisfy high environmental and ethical standards,
- good and safe working conditions for all employees.

Social responsibility is realised among other things within the scope of diverse, local activities for inclusive jobs and global social projects relating to the core competencies of water and sanitary facilities.

When providing information on its commitment to sustainability, Geberit also relies on the requirements of established rating agencies. In this way, Geberit serves the growing needs of customers, suppliers, investors and other stakeholders for transparency and comparability, with the

rapidly increasing number of reporting standards and ratings making a focus increasingly necessary. Various awards and rankings serve to confirm Geberit's role as a leader in sustainability in various stakeholder groups' perceptions. For example, Geberit attained Platinum status on the EcoVadis platform for sustainable supply chains for the second year running in the reporting year.

The UN Sustainable Development Goals (SDGs) define concrete targets for 17 different themes, which the states are required to implement by 2030. Integration of the economy plays a pivotal role in implementing these targets and indicators. As a result, major opportunities with growth potential are also arising for companies geared towards sustainable products and services – such as Geberit. In accordance with the assessment of the external Stakeholder Panel, Geberit sees its contribution above all in four UN Sustainable Development Goals. The contributions to goal number 6 "Ensure the availability and sustainable management of water and sanitation for all", number 8 "Promote sustainable economic growth, employment and decent work for all", number 9 "Build resilient infrastructure, promote sustainable industrialisation and foster innovation" and number 11 "Make cities safe, resilient and sustainable" are included in the [→ SDG Reporting](#) from Geberit. The major economic, environmental and social effects of Geberit's operations also lie in these four areas.

Geberit combats risks posed by increasing regulation and changing framework conditions with an effective [→ compliance system](#) that focuses on compliance in the key topic areas of antitrust legislation, corruption, data protection, product liability, fundamental employee rights, and environment, health and safety. Risks associated with climate change are integrated in risk management. Reporting on how climate risks are dealt with is gradually being expanded, see [→ GRI 201-2](#).



## 3. Organisational Profile

### **GRI 102-1 Name of the organisation**

Geberit Group

### **GRI 102-2 Activities, brands, products and services**

Geberit offers customers high-quality sanitary products for applications in private residential construction and public buildings. The products are used in both renovation projects and new buildings.

The product area Installation and Flushing Systems comprises all sanitary installation technology plus a broad range of flushing systems for toilets including cisterns and fittings. The product area Piping Systems includes building drainage and supply systems and comprises all piping technology found in buildings for drinking water, heating, gas and other media. The Bathroom Systems product area comprises virtually all relevant furnishings in a bathroom such as bathroom ceramics, furniture, showers, bathtubs, taps and controls and shower toilets.

For further information on the product range, see → [www.geberit.com](http://www.geberit.com) > Products > Product portfolio.

For net sales by product areas in 2021, see → [Business Report > Business and financial review > Financial Year 2021 > Net sales.](#)

### **GRI 102-3 Location of headquarters**

The Geberit Group has its headquarters in Rapperswil-Jona (CH).

### **GRI 102-4 Location of operations**

Geberit has its own representatives in 52 countries. The products are sold in 118 countries throughout the world. The Geberit Group operated 26 plants at the end of the reporting year, 22 of which are located in Europe, two in the US, one in China and one in India. Logistics consists of a central logistics centre in Pfullendorf (DE) for installation and flushing systems and piping systems as well as a network of 13 European distribution sites for ceramic appliances and bathroom furniture. For a list of the countries in which Geberit operates, see → [Financials > Consolidated financial statements Geberit Group > Notes > Note 32.](#)

## GRI 102-5 Ownership and legal form

Geberit AG, the parent company of the Geberit Group, is a stock corporation (AG) under Swiss law, see also [→ Business Report > Corporate Governance > Group structure and shareholders](#).

## GRI 102-6 Markets served

In terms of market cultivation, Geberit relies on a three-stage distribution channel, see also [→ Business Report > Business and financial review > Financial Year 2021 > Customers](#). The vast majority of products are distributed via the wholesale trade. Dealerships then sell them to plumbers and present them at exhibitions and other events where end customers can gain information. At the same time, Geberit provides plumbers and sanitary engineers with intensive support through training and advice. This leads to increased demand for Geberit products from wholesalers. For net sales by markets/regions as well as by product areas, see [→ Business Report > Business and financial review > Financial Year 2021 > Net sales](#).

## GRI 102-7 Scale of the reporting organisation

The Geberit Group's market capitalisation reached CHF 26.7 billion at the end of 2021 (previous year CHF 20.5 billion). For the consolidated balance sheet with details of current assets, non-current assets, equity and liabilities, see [→ Financials > Consolidated financial statements Geberit Group > Balance Sheet](#). In 2021, net sales amounted to CHF 3,460 million (previous year CHF 2,986 million). At the end of 2021, the Group had 11,809 employees. For the number of business sites, see [→ GRI 102-4](#).

## GRI 102-8 Composition of the workforce

At the end of 2021, the Geberit Group employed 11,809 staff worldwide (previous year 11,569 employees), equivalent to an increase of 240 employees or 2.1% compared to the previous year. This increase was due to – mainly temporary – capacity adjustments in production and logistics, which were necessary for handling the high demand, as well as – to a lesser extent – the expansion in research and development. The closure of three smaller production plants had a reducing effect. For key figures and further information on the workforce by employment type, employment contract, region and gender, see [→ Key figures sustainability > Employees and society](#).

## GRI 102-10 Structural changes

In the reporting year, three smaller production plants were closed in Daishan (CN), Elyria (US) and Dymmer (UA) and the production capacities were mainly relocated to other Geberit production plants to

simplify processes and improve efficiency, see → [Business and financial review > Production and Financials > Consolidated financial statements Geberit Group > Notes > Note 2.](#)

## GRI 102-11 Consideration of the precautionary approach

The precautionary approach plays an important role for Geberit as a production company. This approach is described in the → [Geberit Code of Conduct.](#)

The Geberit Group has a → [Group certificate](#) in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. All production plants, central logistics, and the management company incorporating all Group functions at headquarters in Rapperswil-Jona (CH) are certified in accordance with these three standards. In addition, five German plants are certified according to ISO 50001 (energy) and nine sales companies according to ISO 9001 (quality). An audit tool developed in 2020 was successfully implemented in the reporting year. It enables the digital management of internal and external audits and provides an overview of the measures and their implementation status as part of the process improvement. The Group-wide availability of the platform makes it easier to share best practices.

The new CO<sub>2</sub> strategy is a continuation of the successfully implemented strategy 2015-2021. The goal in the future is to continue to reduce CO<sub>2</sub> intensity by an average of 5% per year. As such, Geberit is looking to achieve a long-term reduction in absolute CO<sub>2</sub> emissions from 217,009 tonnes in 2021 to 136,000 tonnes by 2035. In comparison with the reference year 2015, relative CO<sub>2</sub> emissions are to be reduced by 70% by 2030 and by 80% by 2035, while absolute CO<sub>2</sub> emissions are envisaged to fall by 39% by 2030 and by 47% by 2035, see also → [9. Planet.](#)

In the area of occupational safety, the aim is to halve the frequency and severity of accidents by 2025 based on the reference year 2015, see also → [Key figures Employees and society.](#)

The Geberit Production System (GPS) is implemented at all plants. Best-practice standards in production are uniformly implemented using methods such as SMED (Single Minute Exchange of Dies), TPM (Total Production Maintenance), 5S (Workplace Organisation Methodology) and CIP (Continuous Improvement Process).

An extensive system for the control and management of all risks involved in business activities is in place throughout the Group. For further information, see → [Business Report > Corporate Governance > Board of Directors > Information and control instruments vis-à-vis the Group Executive Board.](#)

## GRI 102-12 External initiatives

In 2017, Geberit was involved in establishing a new platform for the European sanitary industry – the European Bathroom Forum (EBF). One of the first tasks was the launch of a new European water label as a voluntary and flexible instrument to support customers in the selection of resource-efficient products. This aims to help achieve the EU targets for resource efficiency. Furthermore, Geberit has

been a member of the Operation Clean Sweep initiative since 2020 with the aim of preventing pollution of the environment with plastic pellets from production.

## **GRI 102-13 Membership of associations**

Geberit is involved in various associations and organisations that make a contribution toward sustainability. In addition, various Geberit companies are members of national associations on topics such as sustainable building, environmentally friendly production, energy, waste management and employee protection.

The company has been a member of the Transparency International organisation since June 2000 and supports its objectives for combating corruption. Since 2000, Geberit has also been an active member of TEPPFA, the European organisation for plastic pipes and fittings, where the topics of sustainability and circular economy are central. Since 2006, Geberit has voluntarily applied the comprehensive guidelines of the Global Reporting Initiative (GRI) for sustainability reporting and has thereby made an active contribution towards ensuring transparency and comparability in this reporting. Geberit has also been a formal member of the UN Global Compact since October 2008 and was a founding member of the local Swiss network in 2011. Geberit has been a member of the non-profit organisation Swiss Water Partnership since 2012. This platform seeks to bring together all those involved in the topic of water supply (from academic, economic as well as public and private spheres) to collectively address future challenges and promote international dialogue on water. Furthermore, Geberit has been a member of Cerame-Unie, the European Ceramic Industry Association, since the acquisition of the ceramics business in 2015. As is the case with TEPPFA, the subject of sustainability is also a central element in this association. A strategy paper was drawn up in the reporting year on subjects including CO<sub>2</sub>, illustrating how CO<sub>2</sub>-neutral production might be achieved.

## 4. Ethics and Integrity

### GRI 102-16 Values, directives, standards and codes of conduct

Compliance at Geberit does not just mean adhering to applicable laws and regulations in the relevant areas, but also includes guidelines for social, economic and environmental responsibility. High ethical and social standards are defined and Geberit commits to sustainability and integrity. Compliance within the company is based on the [→ Geberit Compass](#), the [→ Geberit Code of Conduct for Employees](#) introduced in 2007 and last revised in 2018, and the [→ Code of Conduct for Suppliers](#).

A decentralised compliance organisation and a consistently implemented compliance programme in all relevant risk areas form the basis of the high-quality compliance standards at Geberit. The main compliance activities for Geberit encompass the areas antitrust legislation ([→ GRI 206](#)), corruption ([→ GRI 205](#)), data protection ([→ GRI 418](#)), product liability ([→ GRI 416](#), [→ GRI 417](#)), fundamental employee rights ([→ Communication on Progress Principles UNGC 1-6](#)) as well as environment, health and safety ([→ GRI 307](#), [→ GRI 403](#)). For details, see [→ Business Report > Business and financial review > Financial Year 2021 > Compliance](#).

Other specific guidelines that are important to Geberit are:

- [→ Geberit policy on occupational health and safety, environment and energy](#)
- [→ Geberit Code of Conduct for Business Partners](#)
- Geberit antitrust legislation guidelines
- [→ Geberit compliance commitment for contractors](#)
- UN Guiding Principles on Business and Human Rights

### GRI 102-17 Ethical advice and concerns

Geberit has established an effective compliance system to ensure that its conduct is both ethical and legally compliant ([→ GRI 102-16](#)). It is of utmost importance to Geberit that the Geberit Code of Conduct is adhered to by the employees. It forms the basis for daily work in a constantly changing international environment. It is expected that all employees are familiar with and understand this Code of Conduct and act accordingly without exception. A comprehensive review on compliance with the Code of Conduct takes place as part of the annual reporting. All companies receive over 60 questions on the above-mentioned key topics. In addition, on-site audits are performed by the Internal Audit Department. These also comprise special interviews with the managing directors of the individual companies on the topics mentioned in the Code of Conduct. The findings from the survey and audits form the basis for the annual Compliance Report submitted to the Board of Directors and Group

Executive Board and are published in accordance with the guidelines of the GRI in this report. Non-compliance with the Code of Conduct will be systematically sanctioned.

Employees who openly address actions and circumstances which represent breaches of applicable law, ethical standards or the Code of Conduct are acting correctly and in accordance with the Geberit Code of Conduct. As a general rule, employees should first seek a personal meeting with their supervisor. Alternatively or additionally, all employees can also report incidents via the Geberit Integrity Line. This whistleblower hotline makes it possible for employees to report compliance-relevant misconduct and/or legal violations anonymously, and is available around the clock seven days a week, in all relevant languages. The Integrity Line is operated by an external company with experience in this area. Two cases related to management behaviour were recorded by the Integrity Line for employees in the reporting year. Both cases are being investigated.

Geberit expects the business activity of its partners along the value chain to be correct in every respect. Geberit has defined the mandatory central requirements for its suppliers and business partners in a Code of Conduct for Suppliers and a Code of Conduct for Business Partners. Among other aspects, these documents focus on the areas of human rights (including child and forced labour), occupational health and safety, pay, environmental protection as well as integrity (including bribery and corruption). Since 2017, an Integrity Line has also been available to suppliers for anonymously reporting irregularities in the procurement process or non-compliance with the Code of Conduct for Suppliers. There were no reports from suppliers in the reporting year.

## 5. Governance

### **GRI 102-18 Governance structure**

The Board of Directors determines the strategic objectives and the general resources for achieving these, and decides on major business transactions. For details about the internal organisation of the Board of Directors and its committees, see [→ Business Report > Corporate Governance > Board of Directors > Internal organisational structure](#).

The operating management structure of Geberit is broken down into six Group Executive Areas:

- CEO Division
- Sales Europe
- Sales International
- Marketing & Brands
- Products & Operations
- Finance

The assignment of clearly distinguished responsibilities minimises the number of interfaces. For more details about the organisational structure, see [→ Business Report > Management structure](#).

### **GRI 102-19 Delegation of authority on economic, environmental and social matters**

The Board of Directors determines the strategy. This includes the corporate strategy, see [→ Business Report > Business and financial review > Strategy and goals > Strategy and the → Sustainability strategy](#). To the extent legally permissible and in accordance with the Organisational Regulations, the Board of Directors has assigned the operational management and the implementation of the strategy to the Chief Executive Officer. Within the operational management structure, responsibility for specific economic, environmental and social issues is delegated further, see [→ Business Report > Management structure](#).

At every meeting, the members of the Group Executive Board inform the Board of Directors of current business developments and major business transactions of the Group or Group companies. Between meetings, the Board of Directors is comprehensively informed in writing about current business developments and the company's financial situation on a monthly basis.

## GRI 102-20 Responsibility for economic, environmental and social matters

The Board of Directors determines the strategic objectives and the general resources for achieving these, and decides on major business transactions. Within the operational management structure, responsibility is determined for specific economic, environmental and social issues, see → [GRI 102-18](#). The responsible individuals report either directly to the CEO (including Corporate Human Resources, Corporate Communications and Investor Relations, Strategic Planning), or to other members of the Group Executive Board.

The way in which the topic of sustainability is approached has been further developed regularly within the company. For over 25 years, Geberit has had an Environment and Sustainability department, which has been reporting directly to the CEO for more than 15 years. Since 2020, this department has also been responsible for Group-wide process management as well as → [ISO certification](#). Among other things, it coordinates the further development of the sustainability strategy and related activities, although the responsibility for planning and implementation lies within the individual areas themselves.

## GRI 102-21 Consultation process between stakeholders and the Board of Directors

The → [participatory rights of shareholders](#) are based on the → [Articles of Incorporation of Geberit AG](#).

The employee representatives of the European sites meet regularly with a member of the Group Executive Board and the Head Corporate Human Resources. Selected concerns can be addressed to the Board of Directors through this channel. There is no employee representative on the Board of Directors.

## GRI 102-22 Composition of the highest governance body and its committees

At the end of 2021, the Board of Directors was composed of six non-executive, independent members. Albert M. Baehny is Chairman of the Board of Directors. The composition of the Board of Directors should reflect strategic requirements, the company's targets, geographical presence and corporate culture. The Board of Directors should be diverse in every respect, i.e. in terms of gender, nationality, geographical/regional experience and business experience. The members of the Board of Directors have in-depth knowledge in their respective fields. Together, they ensure that the Board of Directors has all the necessary expertise at its disposal. All of the committees formed by the Board of Directors are comprised exclusively of independent members. For further details, see → [Business Report > Corporate Governance > Board of Directors](#).



## **GRI 102-23 Separation of Chair of Board of Directors and Executive Management**

Christian Buhl is Chief Executive Officer (CEO) and Albert M. Baehny is Chairman of the Board of Directors. For further details, see [→ Business Report > Corporate Governance > Board of Directors](#).

## **GRI 102-24 Nomination and selection process of the Board of Directors**

The term of office for a member of the Board of Directors is one year and ends at the closing of the following ordinary General Meeting. Members of the Board of Directors are elected on an individual basis. Re-election is possible. For details, see [→ Business Report > Corporate Governance > Board of Directors > Elections and terms of office](#).

## **GRI 102-25 Processes in place for the Board of Directors to avoid conflicts of interest**

Conflicts of interest are avoided via the [→ Regulations in the Articles of Incorporation concerning the number of permissible activities](#). The [→ Organisational Regulations of the Board of Directors](#) stipulate how conflicts of interest of members of the Board of Directors are avoided. The members of the Board of Directors are obliged to refrain from involvement in the handling of matters affecting either their personal interests or those of a company with which they have an affiliation. This obligation to refrain from involvement has no influence on the requirements for a quorum when passing resolutions. Business dealings between the company and governing bodies or related parties are subject to the principle of conclusion at conditions as with independent third parties.

## **GRI 102-26 Role of top management and Board of Directors in development of guiding principles and strategies**

Geberit's long-standing success is based on the fact that the Board of Directors and the Group Executive Board pursue a long-term perspective. The Board of Directors and Group Executive Board have defined and adopted key mission statements and principles such as the [→ Geberit Compass](#) and the [→ Geberit Code of Conduct](#), see [→ GRI 102-16](#). The Board of Directors determines the corporate strategy. The sustainability strategy is examined and approved by the Board of Directors and the Group Executive Board, see [→ GRI 102-29](#).

## **GRI 102-27 Enhancement of top management's and Board of Directors' related know-how on economic, environmental and social issues**

Internal business processes are designed to ensure continuous improvement and innovation. These values are closely associated with the Geberit brand. At the same time, stakeholder concerns are taken seriously, and the Group Executive Board and Board of Directors receive feedback and input for the continued development of the sustainability strategy from the external Stakeholder Panel, for example.

In compliance with the [→ Organisational Regulations](#), the Board of Directors undertakes at least one assessment of the way in which it works together every year. This includes an assessment of how well-informed the members of the Board of Directors are about the Group and its business performance.

## **GRI 102-28 Processes for evaluation of the sustainability performance of the Board of Directors**

Geberit's long-standing success is based on the fact that the Board of Directors and the Group Executive Board pursue a long-term perspective, thus enabling the company to demonstrate its performance clearly in areas including sustainability. There is no formal procedure for assessing the performance of the Board of Directors from an integrated sustainability perspective. As part of the annual review of the sustainability strategy, findings are discussed and areas where action is needed are determined, see [→ GRI 102-29](#).

Geberit's remuneration policy states that remuneration programmes must be balanced between the reward of short-term success and long-term value creation. For information about the remuneration of the management bodies, see [→ Business Report > Remuneration Report](#).

From 2022, the achievement of objectives regarding the reduction of the relative CO<sub>2</sub> emissions (CO<sub>2</sub> intensity) has been integrated as an additional, equal fifth criterion in the bonus matrix for members of Group management as well as employees in Switzerland. This means the annual objectives for emissions are now relevant to bonuses for some 220 managers and a total of around 1,500 employees, see also [→ Business Report > Business and financial review > Financial Year 2021 > New CO<sub>2</sub> strategy](#).

## **GRI 102-29 Board level procedures for overseeing sustainability performance**

The [→ Sustainability strategy](#) is examined and approved by the Board of Directors and the Group Executive Board. Results and the achievement of objectives are submitted to the Board of Directors and to the Group Executive Board for verification at least once annually. This also comprises the

→ Communication on Progress UN Global Compact and the Geberit Compliance Report, including the audit results with respect to the Code of Conduct. Key figures on energy and CO<sub>2</sub> are presented monthly and key figures on occupational safety quarterly to the Group Executive Board, and on a regular basis to the Board of Directors.

In 2020, Geberit consulted an → external Stakeholder Panel for the fifth time. Its mandate consisted of providing feedback on the materiality analysis, sustainability performance, sustainability strategy and sustainability communication as well as on relevant opportunities and risks associated with climate change. This input is used for the strategic review and continued development of the company. The next stakeholder panel is planned for 2022.

## **GRI 102-30 Effectiveness of the risk management process**

The Geberit Group has a risk management system that is approved by the Board of Directors. The risk policy defines a structured process according to which the business risks, including sustainability and climate risks, are systematically addressed. In this process, the risks are identified, analysed and assessed in terms of their probability of occurrence and extent, and measures are then defined to control the risks. Operationally, the Group Executive Board is responsible for controlling risk management. In addition, responsible persons are designated in the company for significant individual risks; in the case of sustainability and climate risks, this is the Head Corporate Sustainability and Process Management. These responsible parties decide on specific actions for risk mitigation and monitor their implementation. Every other year, the Internal Audit Department issues a risk report for the attention of the Board of Directors. Significant risks are also constantly discussed in the meetings of the Group Executive Board and Board of Directors, which take place on a regular basis.

The risk management process involves the following steps:

1. Risk identification and classification: Systematic identification and assessment of the significant risks. These are discussed in depth every year by the Group Executive Board and the Board of Directors.
2. Risk analysis: Assessment of specific business risks and analysis of the changes since the last survey. The former is assessed with the probability of the risk occurring (PO), on a scale of improbable (1) to frequent (5). To scale the effects of a risk that has been identified, the scale of the impact of the risk event (IRE) when it occurs is used. The scale ranges from insignificant (1) to very critical (5). The risks are classified on the basis of the combined scores.
3. Risk management/checks: Instruments, measures and responsibilities are defined for each risk. These are checked at regular intervals.
4. Risk monitoring: Risk monitoring is part of regular reporting to the Group Executive Board and the Board of Directors, and is also part of the six-monthly risk assessment.

Risks associated with climate change are an integral part of the overall risks of the company and are therefore also taken into account in risk assessment.

For further information on risk management by Geberit, see → [Business Report > Business and financial review > Strategy and goals > Risk management](#).

For an overview of the Geberit compliance topics, see → [Business Report > Business and financial review > Financial Year 2021 > Compliance](#).

## **GRI 102-31 Frequency of review of impacts, risks and opportunities in the area of sustainability**

The impacts, risks and opportunities are discussed and reviewed by the Board of Directors and the Group Executive Board annually in connection with the sustainability reporting and the sustainability strategy.

## **GRI 102-32 Review and approval of sustainability reporting**

Sustainability reporting is examined and approved by the Board of Directors and Group Executive Board as part of the integrated annual report. In doing so, attention is paid that all material aspects are covered.

## **GRI 102-33 Procedures for communicating critical concerns to the Board**

The Board of Directors is available at any time to address the concerns of stakeholders and shareholders.

## **GRI 102-34 Nature and total number of critical concerns communicated to the Board**

Matters brought forward by shareholders within the context of the General Meeting are dealt with in accordance with the Articles of Incorporation. No matters were submitted directly to the Board of Directors outside the General Meeting in 2021.

## **GRI 102-35 Remuneration policies for the governance bodies**

Geberit publishes a detailed annual → [Remuneration Report](#), which discloses the precise points of its remuneration policy. From 2022, the achievement of objectives regarding the reduction of the relative CO<sub>2</sub> emissions (CO<sub>2</sub> intensity) has been integrated as an additional, equal fifth criterion in the bonus matrix for members of Group management as well as employees in Switzerland.

## **GRI 102-36 Processes for determining remuneration**

Geberit publishes a detailed annual → [Remuneration Report](#), which discloses the precise points of remuneration paid to the Board of Directors and Group Executive Board.

## **GRI 102-37 Stakeholders' involvement in decisions regarding remuneration**

The remuneration to the Board of Directors and Group Executive Board disclosed in the detailed → [Remuneration Report](#) addresses the concerns of stakeholders and shareholders.

## **GRI 102-38 Ratio of annual remuneration paid**

The ratio of the annual remuneration paid to the highest-paid employee to the average annual remuneration of all employees (excluding the highest-paid employee) was 25.5 in Switzerland, 5.6 in Germany, 3.8 in Austria and 5.7 in Italy.

## **GRI 102-39 Ratio of percentage increase in annual remuneration paid**

The ratio of the percentage increase in annual remuneration (basic salary) paid to the highest-paid employee to the level of the percentage increase in annual remuneration for all employees (excluding the highest-paid employee) for 2021 cannot be reproduced as a figure. This is because the salaries of the highest-paid employees partly decreased or remained the same whereas the annual remuneration paid to the rest of the workforce slightly increased or also slightly decreased due to structural changes.

## 6. Stakeholder Engagement

### **GRI 102-40 Relevant stakeholder groups**

Significant stakeholder groups for Geberit are customers, shareholders and analysts, the media, employees and trade unions, neighbours, municipalities and authorities, research institutes, suppliers, transport companies, associations, non-government organisations and the general public. For details on stakeholder engagement, see → [GRI 102-42](#).

### **GRI 102-41 Collective bargaining agreements**

There are currently 10,090 employees (corresponding to 83% of the workforce) who are covered by collective agreements (e.g. collective labour agreements, wage agreements). In Germany, Austria, Switzerland, France, Italy, Finland, Sweden, Poland and Ukraine, over 90% of employees are subject to a collective labour or wage agreement. There are no collective agreements with employees in place in the USA and in China.

### **GRI 102-42 Identification and selection of stakeholders**

A systematic guided dialogue with stakeholders helps Geberit to identify possible conflict issues and opportunities for further development and to respond to these in good time. On national and international levels, the Geberit Group and its local companies maintain relations with organisations and institutions in the respective countries that direct requests and suggestions to the company. The stakeholders listed under → [GRI 102-40](#) have been identified as important for systematic stakeholder dialogue as they fulfil at least one of two criteria: either the stakeholder group exerts a strong influence on the economic, environmental or social performance of Geberit and/or the stakeholder group is strongly affected by the economic, environmental or social performance of Geberit. An → [external Stakeholder Panel](#) helps Geberit to review its assessment of important stakeholder groups and their concerns.

### **GRI 102-43 Approaches to stakeholder engagement**

In 2020, Geberit consulted an → [external Stakeholder Panel](#) for the fifth time. Its mandate consisted of providing feedback on the materiality analysis, sustainability performance, sustainability strategy and sustainability communication as well as on relevant opportunities and risks associated with climate change. The results are presented in the Panel Statement. The external review and the

recommendations contained therein are dealt with in detail in the response from Geberit to the Panel Statement. The next stakeholder panel is planned for 2022.

Based on the stakeholder analysis, Geberit identifies both potential for conflict and opportunities, and pursues a cooperative approach when it comes to discussing and further developing possible measures with the stakeholders concerned.

Engagement of stakeholders according to stakeholder group:

**Customers:**

- Technical advisors working in the field who are in daily contact with plumbers, sanitary engineers and architects.
- During the reporting year, around 36,000 professionals were trained on products, tools, software tools and installation skills at the 30 Geberit Information Centres in Europe and overseas and 29,000 people took part in a wide range of webinars and alternative training formats.
- Around 10,000 interested parties from more than 40 countries paid a virtual visit to the 300 m<sup>2</sup> hybrid booth at the Geberit Innovation Days. This “House of Geberit” replaced the trade fairs cancelled in the first half of 2021 due to COVID-19.
- Increased contacts over the phone and digital visit and meeting formats.
- Adaptation of the → [virtual showrooms](#) launched in the previous year to other markets to provide a good overview of the wide range of products and market-specific innovations in the form of short videos, graphics and links. The virtual showrooms currently in place in 13 markets were visited by a total of 24,000 customers in the reporting year.
- Since the reporting year, a new web-based application has been available to sanitary engineers and plumbers. It can be used to plan and calculate prewall constructions (GIS and Duofix systems).
- More than 6,500 downloads of the Building Information Modelling plug-in (BIM) by planning and engineering companies.
- Expansion of the end user campaign under the title “Better bathrooms, better lives” to 15 markets.
- Further expansion and intensification of the social media presence. The communities total 347,000 followers on Facebook, 136,000 on Instagram, 77,000 on YouTube, just short of 94,000 on LinkedIn, 17,000 on Twitter as well as 5,700 on Pinterest.
- 4.1 million e-newsletters sent.

For details, see → [Business Report > Business and financial review > Financial Year 2021 > Customers](#).

**Shareholders and analysts:**

- Shareholders have statutory → participatory rights.
- Regular telephone conferences, bilateral meetings, conferences and roadshows with the CEO, CFO and Head Corporate Communications and Investor Relations.

**Media:**

- Regular conference calls, bilateral meetings and interviews with the relevant media for Geberit.
- Sustainability topics and in particular Geberit's performance in this area play an important role in the media activities of Geberit.

**Employees and trade unions:**

- Geberit Europe Forum with employee representatives from most European countries, during which a member of the Group Executive Board and the Head Corporate Human Resources meet with the delegates. In the reporting year, this included a presentation and discussion of the new CO<sub>2</sub> strategy, among other aspects.
- Training and feedback opportunities on topics regarding the Code of Conduct.
- Group-wide Geberit Integrity Line to enable all employees across the world to report irregularities anonymously in the corresponding language.
- Regular employee survey of all employees of the Geberit Group, with the most recent taking place in the reporting year.

**Neighbours, municipalities and authorities:**

- Consultation with and inclusion of the neighbours of production plants in larger construction projects.

**Research institutes:**

- Partner of the → research platform NEST (Next Evolution in Sustainable Building Technologies) at EAWAG and Empa in Dübendorf (CH). In the Water Hub, systems are tested that use water and waste water as efficiently and diversely as possible.
- Cooperation on technological trends and developments directly related to sanitary technology with Empa Dübendorf, University of Applied Sciences OST Rapperswil, University of Zurich, University of Applied Sciences and Arts Northwestern Switzerland, Lucerne University of Applied Sciences and Arts (all CH), as well as the Technical University Dresden and the Westphalian University of Applied Sciences (both DE) and others.
- Exchange with the University of Antwerp (BE) on the subject of eco-design and plastic in the circular economy.



**Suppliers:**

- Initial contact within the scope of the assessment procedure and implementation of the Code of Conduct for Suppliers, see → [Chapter 10.2 Operations > Procurement](#).
- Regular discussions between buyers and suppliers on site.
- On-site audits (quality, environment, occupational health and safety) carried out by Geberit and external partners.
- Integrity Line for suppliers for anonymously reporting irregularities in the procurement process or non-compliance with the Code of Conduct for Suppliers.
- Increased exchange on product data during the creation of environmental product declarations (EPDs), on sustainable product solutions and on possibilities of reducing CO<sub>2</sub> emissions in the supply chain.

**Transport companies:**

- Discussions with transport service providers based on the results of environmental monitoring.

**Associations:**

- Involvement in various associations and organisations with participation in corresponding management bodies and programmes, see → [GRI 102-13](#).

**Non-government organisations and the general public:**

- Partnership with the Swiss development organisation Helvetas.
- Membership of the charitable organisation Swiss Water Partnership.

Feedback from stakeholder dialogues is incorporated into the → [Materiality analysis](#) and into the → [Sustainability strategy](#).

## GRI 102-44 Response to and dealing with key topics and concerns of stakeholders

The topics introduced by the → [external Stakeholder Panel](#) have been integrated into the updated sustainability strategy and reporting by Geberit.

Some examples of important current topics that were introduced by stakeholders and have been implemented by Geberit include:

- Education and further training of employees as an important success factor, see → [Business Report > Business and financial review > Financial Year 2021 > Employees](#).
- Best-in-class approach to occupational health and safety, including protective measures to protect against the COVID-19 pandemic, see → [GRI 403](#).
- Transparency in the remuneration system, see → [Business Report > Remuneration Report](#).
- Customer training, see → [Business Report > Business and financial review > Financial Year 2021 > Customers](#).
- Holistic solutions for products and systems in front of and behind the wall, see → [Business Report > Business and financial review > Financial Year 2021 > Innovation](#).
- Expansion of the portfolio of water-saving products, see → [Business Report > Business and financial review > Financial Year 2021 > Innovation](#).
- Eco-design approach for decoupling resource consumption and economic growth, as well as implementing circular economy approaches in production and product development, see → [GRI 301](#), → [Chapter 10.1 Products and innovation](#).
- Reduction of the amount of packaging while taking the optimum protection of the products into account, see → [GRI 306](#).
- Further development of the CO<sub>2</sub> strategy, see → [Management approach CO<sub>2</sub> and other emissions as well as → Business and financial review > Financial Year 2021 > New CO<sub>2</sub> Strategy](#).
- Reporting on the opportunities and risks associated with climate change, see → [GRI 201-2](#).
- Further development of long-term relationships with suppliers to reduce the risks and use opportunities (among others in climate change mitigation) in the supply chain, see → [Procurement](#).
- Increased dialogue with wholesalers and other customers on sustainability and climate change mitigation.
- Implementation of social projects, see → [Business Report > Business and financial review > Financial Year 2021 > Social Responsibility](#).

## 7. Reporting Practice

### GRI 102-45 Basis of consolidation

In general, the report covers the entire Geberit Group and the 2021 financial year. If only part of the company is meant as an example or due to the availability of data, this is clearly indicated.

For the reporting limits in the consolidated financial statements, see [→ Financials > Consolidated financial statements Geberit Group > Notes > Note 32.](#)

### GRI 102-46 Report content and topic boundaries

Since 2006, Geberit has been reporting in accordance with the guidelines of the Global Reporting Initiative (GRI). In the present report, Geberit implements the GRI Standards. The starting point is a comprehensive [→ Materiality analysis](#) based on the procedure described in the GRI Standards and the topics dealt with in the GRI Standards.

Material sustainability topics and related measures are presented in compact form within the [→ Sustainability strategy](#). Also of a material nature are the principles of the UN Global Compact that Geberit has committed itself to uphold and that are presented in the [→ Communication on Progress UN Global Compact](#).

An initial internal materiality analysis was developed in 2014 as part of workshops with individual members of the Group Executive Board and later approved by the Group Executive Board. The results were then reviewed and amended slightly by an external stakeholder panel. As part of the integration of the ceramics business, a further review was carried out in 2015. There were no major changes in the material topics. Another review was carried out as part of the switchover to the GRI Standards. Some topics were aggregated (as required by the GRI Standards) and new relevant topics added. This enabled a high degree of consensus on the selection of material topics with the key approaches in the corporate and sustainability strategy to be achieved. The updated materiality analysis was examined by an external stakeholder panel in 2020. It became clear that a high degree of consensus existed between the internal standpoint of the company and the assessment of the stakeholder panel, see [→ Panel Statement](#). The next assessment in this form is scheduled to take place in 2022.

Additional, detailed information on sustainability topics that were of particular relevance in the reporting year can be found in the [→ Business and financial review](#) as part of the [→ Annual Report](#) with supplementary chapters on [→ Employees](#), [→ Customers](#), [→ Innovation](#), [→ Production](#), [→ Procurement and logistics](#), [→ Sustainability](#), [→ New CO<sub>2</sub> strategy](#), [→ Compliance](#) and [→ Social Responsibility](#).

## GRI 102-47 List of material topics

The materiality analysis is the basis of the Geberit sustainability strategy. Aspects are deemed material if they are significant for Geberit from the internal perspective of the company and/or the external perspective of stakeholders and/or have significant economic, environmental or social effects. A differentiated assessment according to these different dimensions is not carried out. Instead, it is determined which topics are ultimately judged to be material following consultation with stakeholders, experts and management. The topics that Geberit identified as material in the economic, environmental and social dimensions can be seen in a [→ dynamic chart](#).

The following topics were identified as not material or as not requiring any action:

<b>GRI aspects that are not material or not requiring any action</b>	<b>Reason</b>
Procurement practices (in the narrower sense in connection with local suppliers)	Collaboration with local suppliers has no strategic significance for Geberit. Criteria such as reliability and price, quality and sustainability etc. are material, whereas the supplier's proximity to the production site is not (except in a handful of individual cases). As a result, there is no preferential treatment of local suppliers or special criteria for them.
Taxes	As part of its reporting, Geberit provides information on income taxes, see <a href="#">→ Note 25</a> in the consolidated financial statements. Further discussion on the topic of taxes is not considered as material.
Biodiversity	Geberit production sites do not endanger biodiversity in protected areas. Biodiversity plays a role when procuring mineral raw materials for ceramic production. This subject was addressed and examined as part of supplier audits. During these audits, it was found that the suppliers in this sector actively address the topic of biodiversity and take appropriate measures within the context of their licence to operate.
Labour/management relations (in the narrower sense of formal notice periods)	Geberit cultivates transparent internal communication and a close dialogue between management and employees. There are no formally binding agreements on communication in case of severe measures.
Security practices	Geberit is not active in any countries where special security precautions have to be taken.
Indigenous rights	Geberit is not active in any countries or regions where the rights of indigenous people are endangered.
Local communities	The production sites do not entail special risks for local communities or adverse effects on the neighbourhood. Geberit attaches great importance to maintaining good relations with its neighbours in the vicinity of its production sites. Continuous exchanges with authorities and the local community are part of this process. Social commitment which also benefits local communities is described in the relevant chapter.
Politics	No support is given to political parties or politicians. Participation in the political process is confined to membership in certain associations and is therefore limited.

## GRI 102-48 Restatements of information

If, in individual cases, a new form of presentation, calculation method or optimised data collection has led to other results for the previous years, then this is noted under the respective statements.

## GRI 102-49 Changes in reporting

Geberit published extensive, magazine-like Sustainability Reports in 2004, 2007 and 2010. The annual sustainability reports were based on the GRI G3 guidelines for the 2006 to 2013 financial years and on the GRI G4 guidelines from 2014 to 2017, and were switched to the GRI Standards as of 2018.

There were no significant changes during the reporting period for topics identified as material. If, in individual cases, a new measuring method is used, this is noted under the respective statement.

## GRI 102-50 Reporting period

The reporting year is 2021.

## GRI 102-51 Date of most recent report

The → last report for 2020 has been available online since 10 March 2021. For reports from previous years, see → [www.geberit.com](http://www.geberit.com) > Download Center.

## GRI 102-52 Reporting cycle

Annually as part of the integrated online reporting for a given financial year.

## GRI 102-53 Contact point for questions regarding the report

Should you have any questions concerning sustainability at Geberit, please contact:

Roland Högger  
Head Corporate Sustainability and Process Management  
Geberit International AG  
Schachenstrasse 77, CH-8645 Jona  
Tel: +41 55 221 63 56  
[sustainability@geberit.com](mailto:sustainability@geberit.com)

## GRI 102-54 Compliance with GRI Standards

This report has been compiled in compliance with GRI Standards: option “Comprehensive”, see → [GRI Content Index](#).

## GRI 102-56 External assurance

There is no external review of the sustainability reporting in its entirety. Instead, individual processes, results and statements are inspected in detail by external parties:

- Financial reporting is audited by an external auditor, see → [Financials > Financial statements Geberit AG > Report of the statutory auditor](#).
- Reporting on the energy and greenhouse gas balance sheet is submitted as part of the Carbon Disclosure Project (CDP) and reviewed and assessed as part of the usual evaluation.
- Since 2016, Geberit has also been publishing its detailed water balance as part of the CDP Water Program.
- The Geberit Group has a → [Group certificate](#) in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. All production plants, central logistics, and the management company incorporating all Group functions at headquarters in Rapperswil-Jona (CH) are certified in accordance with these three standards. In addition, five German plants are certified according to ISO 50001 (energy) and nine sales companies according to ISO 9001 (quality).
- In 2015, all Geberit companies implemented the European Energy Efficiency Directive 2012/27/EU. There were no deviations in the last review in 2019.
- On-site audits (quality, environment, occupational health and safety) of suppliers are carried out by Geberit as well as certified third-party specialists. In 2021, five external audits were carried out, see → [Chapter 10.2 Operations > Procurement](#).

## 8. People

### 8.1 Employees

Geberit aims to position itself as an attractive employer, and strives to offer jobs of the highest quality. The corporate culture at Geberit is characterised by a simple, functional organisation as well as a high degree of personal responsibility. In this way, Geberit motivates every employee in exploiting their potential to the full and contributing to the success of the company.

In the spring of 2021, Geberit carried out a global employee survey. The Group-wide participation rate was a high 79%. The results confirm that Geberit offers attractive working conditions. The employees demonstrate high levels of both motivation and loyalty. For details, see [→ Business Report > Business and financial review > Financial Year 2021 > Employees](#).

Geberit's most important ambassadors are its employees. They represent Geberit in their day-to-day contact with customers and many other stakeholders. To do so, they need to be aware of what their company stands for and what its objectives are. Geberit continues to develop its internal communication with employees accordingly, for example with the launch of a mobile app for the Geberit Intranet (GIN) in 2020 with which employees in production can also be reached. As the employees embody the company and its values, Geberit has defined its central corporate and brand values in the [→ Geberit Compass](#). Geberit aims to act as a role model for ethically unimpeachable, environmentally friendly and socially responsible operations. The [→ Geberit Code of Conduct](#) fills this objective with tangible content and offers an authoritative source of guidance.

Committed, well-trained employees with comprehensive know-how are decisive to the company's future success. Geberit positions itself on the job market as an employer with an open corporate culture and international development opportunities at the interface between craft, engineering and sales. Potential employees are increasingly being addressed via digital channels. Whilst classic job advertisements and direct contact are still used, employee portraits and success stories are also utilised, see [→ www.geberit.com > Insights](#). This is increasingly taking place via short films. Campus recruitment activities were also continued in 2021 with appearances at trade fairs and an increased digital presence. There was a special focus here on universities of applied sciences who offer education and further training in the field of ceramics manufacturing.

The responsibility for all material aspects of the GRI Standards with respect to labour practices at the Geberit Group lies with the Head Corporate Human Resources, who reports directly to the CEO.

## Employment (GRI 401)

### Management approach employment

Geberit's objective is to acquire and retain the right employees for the company. Geberit sees itself as an attractive employer with an open corporate culture that offers international development opportunities at the interface between the craft, engineering and sales sectors, see → [www.geberit.com](http://www.geberit.com) > Career > What we offer.

Working conditions, such as the maximum number of working hours, are governed in accordance with legal requirements on a country-specific basis and are complied with by Geberit. Employees enjoy attractive employment conditions and, in accordance with their qualifications, the majority of Geberit employees are paid well above the minimum wage range. In 2021, salaries and social benefits amounted to CHF 812 million (previous year CHF 750 million). The employees can also participate in share participation plans at attractive conditions, see → [Financials > Consolidated financial statements Geberit Group > Notes > Note 17](#) and → [Remuneration Report](#).

### Employee fluctuation (GRI 401-1)

The average fluctuation rate (in terms of employees with permanent contracts, without natural departures and long-term leaves of absence) was 7.6% (previous year 5.2%). Including natural departures, it was 9.2% (previous year 6.8%). For key figures on fluctuation by age group, gender and region, see → [Key figures sustainability > Employees and society](#).

### Benefits provided to full-time employees (GRI 401-2)

Geberit essentially grants the same benefits to full-time and part-time employees. However, employees with temporary contracts are not always entitled to the same benefits as permanent employees. For example, employees in Switzerland with temporary employment contracts of less than three months are not insured in the pension fund. Geberit bases its employee benefits on country-specific standards.

### Parental leave (GRI 401-3)

Geberit implements the currently applicable legal framework conditions. It also attempts in individual cases to find solutions that are as suitable as possible for the affected person and their team.

100% of all permanently employed women are entitled to paid maternity leave, and 4.8% or 114 permanently employed women made use of this in 2021. Of these, around 57% women or 65 returned to Geberit following their parental leave.

99% of all permanently employed men are entitled to paid paternity leave, and 3.1% or 233 permanently employed men made use of this in 2021. Of these, around 94% men or 219 returned to Geberit following their parental leave.



## Occupational health and safety (GRI 403)

Management approach occupational health and safety

The occupational health and safety of employees are of major importance. Geberit wants to gradually get nearer to the target of having healthy employees within an accident-free company and has therefore established a high level of health and safety for its employees.

Geberit cooperates with authorities, trade unions and employers' liability insurance associations on a country-specific basis. Most companies have written agreements with the trade unions. These normally cover topics such as personal protective equipment, complaints procedures, regular inspections, education and further training and the right to refuse unsafe work.

Using 2015 as the reference year, the company aims to halve the frequency and severity of accidents by 2025. The AFR (Accident Frequency Rate) is to be reduced to a rate of 5.5 accidents per million working hours. The ASR (Accident Severity Rate) is to be reduced to below 90 days lost per million working hours. These key figures are reviewed regularly at the plant cockpits and are part of the annual appraisal of plant managers. The Group Executive Board is also provided with a compact report on a quarterly basis and a comprehensive report is created for the management at the end of the year.

For objectives and measures concerning occupational health and safety, see also → [Sustainability strategy](#).

The coronavirus and associated protection of the employees against COVID-19 infections continued to affect everyday work at Geberit in 2021. The protective measures in place to keep the risk of infection as low as possible for employees and to avoid operational losses were maintained and further intensified. This meant that, during 2021, there were only a few proven COVID-19 infections at the workplace. Business activities could be carried out in full. For further details, see → [Business Report > Business and financial review > Financial Year 2021 > Employees](#).

Occupational health and safety management system (GRI 403-1) and its degree of coverage (GRI 403-8)

The topic of occupational health and safety falls under the remit of Sustainability and Process Management, which reports directly to the CEO. The responsibility for implementation lies with each company. All production plants and central logistics have a trained safety manager. The sites Rapperswil-Jona (CH) and Pfullendorf (DE) also have an appointed health manager. The Group-wide Geberit Safety Team also plays an active role in systematically developing occupational health and safety through the entire company by defining key topics and exchanging best practices between plants, among other aspects.

The Geberit Safety System – which is valid in all production plants, in central logistics as well as in the management company incorporating all Group functions at headquarters in Rapperswil-Jona (CH) – defines processes that are applicable throughout the Group for promoting the continuous improvement of work processes and workplaces. Special attention is also paid to elements of changes in behaviour, as the majority of occupational accidents and time lost are still attributable to

carelessness. Generally valid principles on occupational health and safety as well as prevention are part of the Geberit Code of Conduct and apply to all employees.

All production plants and thus 100% of the production employees (employees with temporary and permanent contracts), central logistics, and the Geberit management company incorporating all Group functions at headquarters in Rapperswil-Jona (CH) are certified in accordance with the standard for occupational health and safety ISO 45001.

For further details, see → [Business Report > Business and financial review > Financial Year 2021 > Employees](#).

#### Risk assessment and investigation of accidents (GRI 403-2)

The risk assessment of workplaces and the systematic investigation of accidents are a central part of the Geberit Safety System and are standardised across the Group. The execution of the risk assessment takes place systematically for all relevant workplaces and is based on a standard method and evaluation matrix.

Every accident is reported, regardless of the employment relationship and severity. A standardised accident investigation also takes place for all accidents which result in the employee being absent for one working day and more. Based on these reports, effective measures are derived to eliminate deficits permanently and to avoid similar accidents happening again within the company. Where appropriate, the insights gained will be shared with other companies to avoid similar accidents in the Group. Launched in 2017, the software-based solution for capturing and systematically analysing accident data is a sound, comprehensive process that is integrated in the SAP environment and has been rolled out at 23 production plants.

#### Occupational health services (GRI 403-3)

Geberit takes various steps in order to avoid health risks at the workplace. At several production sites, legal requirements require a company physician to be on hand. Depending on the risk classification of the particular activity, various measures are implemented for health provision. For example, occupational medical examinations (including auscultation of the lung, lung checks and X-rays) are regularly carried out in the ceramics plants due to the presence of quartz dust. Noise pollution and ergonomics are further focal points of the company physicians and external specialists.

#### Employee participation and communication on occupational health and safety (GRI 403-4)

81.9% of all employees worldwide are represented through an occupational health and safety panel or safety committee at their site, in which employer and employee representatives can discuss occupational health and safety issues. The occupational health and safety panels are created on behalf of the management and involve all levels of the organisation as well as various specialist roles and areas (including company physicians, works council, occupational safety specialists, representatives of occupational health and safety unions). In addition, employees are involved in relevant processes of the Geberit Safety System, such as the risk assessment of workplaces, the accident investigation or as part of behavioural inspections. The Group-wide Geberit Safety Team – a team of experts from all production areas – also plays an active role in developing occupational health and safety.

### Training on occupational health and safety (GRI 403-5)

Training sessions on occupational health and safety take place regularly in most Geberit companies. At Welcome events, new employees are given information about the valid, local health and safety regulations and internal directives. At production and logistics sites, supervisors also hold workplace-specific training sessions on work-related hazards.

Geberit continues to use an eLearning programme aimed at employees in production and logistics which should, among other things, help to correctly identify danger areas in the workplace and rectify them consistently.

### Promotion of employee health (GRI 403-6)

Across the Group, Geberit carries out a wide range of activities and sets up programmes to promote employees' health and well-being, and also offers its employees precautionary healthcare opportunities through various offers and activities. These include, for example, sports facilities, anti-smoking seminars, health check-ups, massage services, dietary and health tips, presentations on health-related issues and workshops on targeted and correct relaxation. With this in mind, a diverse vitality programme is offered at 18 production and sales sites in the fields of exercise, mental fitness, nutrition and the working environment. The most comprehensive programme "Geberit Vital" can be accessed at six sites by around 40% of the Geberit workforce. The programme was adapted to the demands of the ceramics plants and will now be gradually rolled out.

Among others, there is a focus on the ergonomic organisation of the workplace, particularly in the ceramics plants. The automation of production processes is promoted in keeping with the idea of the "flowing factory". In Bromölla (SE), for example, a conveyor system ensures that, after firing, the ceramic parts are taken to the quality check and then on to subsequent process steps without any manual lifting and carrying. Using lifting aids further minimises the manual lifting and carrying of heavy ceramic parts. This can be seen in Carregado (PT), for example, where the lifting aids used during casting considerably reduce the physical burden on employees.

Further focal points are training courses for managerial staff in health-conscious management as well as reintegration counselling, with the aim of getting people back to work as soon as possible after a long-term absence due to illness. Examples of individual support include counselling in Rapperswil-Jona (CH) to assist with problems ranging from on-the-job pressure, partnership and family problems to debt issues, and the telephone helpline created in the USA to discuss problems at work in complete confidentiality. Geberit also promotes fitness in the community with its support of the Geberit sports club, for example. This club features eleven different sports sections and has around 620 members in Rapperswil-Jona (CH) who regularly meet up and exercise together.

### Avoiding and minimising danger for business partners (GRI 403-7)

Geberit sets great store by the occupational health and safety of business partners. For example, contractors who carry out work on the factory premises receive a safety briefing and are obliged to observe these rules. In the corresponding Code of Conduct, suppliers also undertake to ensure occupational safety and health-promoting working conditions in their company and supply chain. This is systematically examined as part of supplier audits, see also the chapter [→ 10.2 Operations > Procurement](#).

In terms of customers, Geberit takes great care – including as part of the eco-design workshops – to ensure that all products are ergonomic and safe during installation and their final use. The assembly of Geberit products is easy and often tool-free. If special tools are needed, these have been optimised in terms of their ergonomics and safety, and their correct handling is trained accordingly. With the new Geberit FlowFit supply system, Geberit has gone one step further. The system was developed together with plumbers to make the installation process simpler, safer and more ergonomic. In the process, Geberit has succeeded in developing a pressing technology that makes it possible to fit the drinking water system of a multifamily house without the need for a tool changeover.

#### Accidents and days lost (GRI 403-9)

The manufacture of sanitary products can generally be said to have a low level of risks at the workplace. Nevertheless, there are still some individual activities which entail an increased risk of accidents. Typical workplace risks are the lifting and carrying of heavy loads, working at heights and in noisy environments, as well as handling hot surfaces and hazardous substances. As part of the Geberit Safety System, the workplace risks are assessed systematically and appropriate measures implemented to protect the employees.

Geberit continues to press ahead with the design of safe workplaces. This is carried out, for example, by optimising and modernising the systems and processes (e.g. an appliance for deburring sharp sheet edges when manufacturing installation modules), the replacement of hazardous substances (e.g. substitution of the pickling process in the manufacture of metal fittings) and the reduction of dust and noise emissions (e.g. by using more efficient extraction devices and filters in ceramic production). Workstations are also being further optimised from an ergonomic point of view through the increasing use of robots or lifting aids.

Thanks to standardised reporting on occupational health and safety, it is ensured that the efforts made achieve their desired effect and that corrective measures can be initiated at an early stage. In the reporting year, a total of 160 accidents were recorded (previous year 170 accidents), equivalent to 3,089 lost working days due to occupational accidents (previous year 3,294 lost working days). The statistics show only those occupational accidents that occur during working hours or business travel and lead to lost working time of one working day or more. The most frequent injuries are cuts and stab wounds on hands and bruising to the body. In the reporting year, the accident frequency fell to a value of 7.9, which corresponds to a reduction of 11.2% (previous year 8.9). The accident severity decreased by 11.1% to a value of 152.8 (previous year 171.9) in the same period. In the reporting year, there was one severe accident and no fatal accidents. Furthermore, the Group-wide absenteeism rate due to accidents and absences due to illness based on regular working hours was 4.71% (previous year 4.68%). Illness-related absences accounted for 97.9% of this rate (previous year 97.6%).

Further key figures can be found under [→ Key figures sustainability > Employees and society](#).

#### Work-related illness (GRI 403-10)

There are certain operational activities at Geberit, particularly in ceramic production, involving an increased risk of work-related illness (silicosis/dust disease). The risks lie primarily in slip and glaze preparation, casting and glazing as well as in the processing of unfired and fired ceramic parts.

Geberit has specified a standard threshold for dust emissions, which is lower than the legally prescribed levels at various sites. Dust measurements are taken in the plants on a regular basis with a uniform measurement and evaluation procedure. The results of the site-specific measurements are used as the basis for local corrective measures. The topic is also systematically addressed as part of the Geberit Safety System and certification according to ISO 45001. Furthermore, Geberit participates in the NEPSI programme (The European Network on Silica) as a member of FECS, a suborganisation of Cerame-Unie (European Ceramic Industry Association). This includes monitoring the exposure of employees to quartz dust and the implementation of best practices.

Around 50% of employees in ceramic production are regularly exposed to increased levels of quartz dust. Technical, organisational and personal protection measures are implemented for the protection of these employees. In the area of personal protective equipment, as well as in hygiene and cleaning, minimum standards were defined and implemented. Geberit makes substantial efforts towards either avoiding the exposure of employees to these risks (e.g. through the installation of glazing robots) or minimising this exposure (e.g. through the use of special extraction devices and filters, dust masks or the provision of training in correct behaviour at the workplace). Furthermore, the employees regularly undergo occupational medical examinations (including auscultation of the lung, lung checks and X-rays).

Further key figures can be found under [→ Key figures sustainability > Employees and society](#).

### **Training and education (GRI 404)**

Management approach training and education

Qualified and committed employees are essential for the future success of Geberit. The company therefore sets particular store on the solid education and further training of all employees and on equal opportunities.

New employees are introduced to the company and its products through various job orientation programmes on joining the company. These range from individually designed introduction talks in various departments to the one-week basic course that provides practical knowledge about Geberit in small groups.

A standard Performance assessment, Development and Compensation (PDC) process has been in place since 2012. Except for the employees who work directly in production at the plants, all employees have been incorporated into the PDC process. With valYOU, a new software tool for performance assessment, development and compensation was launched and the process further developed. A key element of valYOU is succession planning for each individual position. Furthermore, the further development of individual employees is also actively supported through systematic feedback discussions. At the end of 2019, management personnel from the participating pilot companies visited a two-day workshop and became familiar with the new processes, the associated managerial tasks and the new IT tool. The Group-wide roll-out of the revised performance management process for all white collar employees has been taking place since 2020. In connection with this, all management personnel received training on the process and assessment tool. Additionally, a special, dedicated annual assessment process was developed for employees working in production and logistics, and was launched at selected companies in the reporting year. In the

reporting year, management training sessions were organised worldwide on the subjects of employee appraisals and feedback to promote communication between line managers and employees as well as professional development.

Training apprentices is of great significance at Geberit. Since 1963, Geberit has trained more than 500 apprentices in Switzerland. Young people can start their careers at Geberit with a commercial, industrial or technical apprenticeship. The aim is to impart all the skills that are required for apprentices to pursue their chosen careers in a professional, independent and responsible manner. For example, in Rapperswil-Jona (CH) there are currently 76 apprentices (22 new apprentices in 2021) being trained in eleven trades. This is in addition to 130 internship places at 24 sites. State-of-the-art and in particular digital learning methods are used here.

All apprentices are essentially required to work at several sites during their training. As a global company, Geberit promotes the internationalisation of employees. Experience abroad and the transfer of know-how are an advantage for both employees and the company. Therefore, apprentices have the option of working abroad for a period of six months on completion of their apprenticeship.

Geberit continues to offer its support in completing internships, plus Bachelor and Master theses. Furthermore, the collaboration with universities as well as active participation in the international UNITECH and BEST (Board of European Students of Technology) engineer networks is relevant for Geberit to acquire talented prospects and gain new insights.

For further information, see [→ Business Report > Business and financial review > Financial Year 2021 > Employees](#).

#### Scope of training and education (GRI 404-1)

In the reporting year, employees across the Group attended on average 11.3 hours of internal and external education and further training (previous year 15.7 hours). In connection with COVID-19, the range of in-house digital training courses was expanded and saw widespread use by employees. For key figures by gender and employee category, see [→ Key figures sustainability > Employees and society](#).

#### Programmes for skills management and lifelong learning (GRI 404-2)

A two-stage Potentials Management Programme aims to identify talents throughout the company and support them along their path to middle or senior management. The programme includes topics such as strategy, digitalisation and the management of change processes. The issues investigated as part of project work are geared towards strategic tasks of relevance to Geberit and provide the decision-makers involved with concrete bases for action. In the reporting year, around 80 employees took part in these programmes. The Potentials Management Programme is intended to help fill at least half of all vacant managerial positions with internal candidates. In 2021, this was achieved for 50% of all Group management vacancies (previous year 47%).

The Operations Development Programme (ODP) was set up at the start of 2020. It is aimed at talented external and internal junior managers in the area of operations (production, logistics and purchasing). The aim is to recruit internationally mobile people with a technical background or who have studied

engineering and who, in the medium term, should take up a managerial position at Geberit. The programme takes four years and is divided into several phases. In the initial onboarding phase, candidates get to know the culture, philosophy and processes at Geberit. This is followed by a second and third phase in which the participants are assigned responsibility for exciting, international projects under close supervision by a member of senior management.

In 2021, 278 apprentices (previous year 262) were employed. The transfer rate to a permanent employment relationship was 85% (previous year 86%). Furthermore, 130 internships were made available and 51 Bachelor and Master theses supervised.

For further information, see [→ Business Report > Business and financial review > Financial Year 2021 > Employees.](#)

#### Performance evaluation and career planning (GRI 404-3)

In everyday working life, the personal and professional development of each individual employee is encouraged in a variety of ways. This covers all areas of work, functions and age groups. Around 86% of all employees took part in appraisal interviews in 2021 at which development opportunities were also identified and discussed. As part of the standardised global Performance assessment, Development and Compensation process, supervisors and employees discuss performance and agree objectives at least once a year.

### **Diversity and equal opportunity (GRI 405)**

#### Management approach diversity and equal opportunity

Geberit offers all employees the same opportunities and strives towards finding the best candidate for every position. Geberit supports diversity and promotes equal opportunities irrespective of gender, ethnic origin, skin colour, age, religion and nationality. In its Code of Conduct, Geberit sets store on promoting diversity and creating a culture that enables all employees to develop their full potential in the company.

Geberit pursues a fair and non-discriminatory employment practice in accordance with prevailing national and international law. Recruitment, training courses and promotions depend solely on individual achievements, skills and potential regarding the requirements of the position in question.

Protection of the principles of equality is anchored in the Geberit Code of Conduct. This includes the prohibition of discrimination against any employee on the basis of gender. Fair and equal pay for women and men is guaranteed as follows:

- Job assessment by function in accordance with the proven Korn Ferry/Hay method on the basis of know-how, thinking ability and accountability. All jobs are pooled in a Group-wide grading system. The resulting grade is the basis for determining an employee's pay. This guarantees gender-neutral, fair salary structures.
- Binding wage agreements with set pay grades at many Geberit sites.

### Diversity of governance bodies and employees (GRI 405-1)

The proportion of female employees at the end of 2021 was 24% (previous year 24%), and for management this figure was 11% (previous year 11%). The six-member Board of Directors has two female members, which represents a share of more than 30%.

Geberit would welcome more women in managerial positions. However, as is typical for the industry, the number of women in management is only increasing slowly at present. The proportion of females in Geberit's most important customer target group – plumbers – is also extremely low. For example, in Switzerland the proportion of female plumbers is lower than 3%.

Know-how and expertise play a major role at Geberit. As a result, employees with extensive experience are also an important part of the company. Around 20% of employees have worked at the company for periods in excess of 15 years.

For key figures on diversity in terms of gender and age structure, see → [Key figures sustainability > Employees and society](#).

### Ratio of remuneration between women and men (GRI 405-2)

According to the annual survey of all Geberit Group companies, no differences between the basic salaries of women and men exist anywhere within the Group.

In 2021, an equal pay analysis was carried out in all Swiss Geberit companies in accordance with the provisions of the Equal Opportunities Act. The results confirm that equal pay between female and male employees is upheld and that the legal requirements are met. The certified auditors PwC checked and confirmed that the analysis was carried out correctly.

## **Non-discrimination (GRI 406)**

### Management approach non-discrimination

The Geberit Code of Conduct forbids discrimination as defined in the International Labour Organization (ILO) core labour standards. Geberit does not tolerate either discrimination or workplace bullying on the basis of race, gender, religion, creed, nationality, age, sexual orientation, physical or mental handicap, marital status, political views or other characteristics protected by law. Geberit aims to ensure a safe working environment for its employees. All forms of workplace violence, including threats, threatening gestures, intimidation, attacks and similar forms of behaviour are forbidden. Compliance with the Code is verified annually as part of a Group-wide survey.

According to the → [Geberit Code of Conduct](#), employees who openly address irregularities which represent breaches of applicable law, ethical standards or the Code of Conduct are acting correctly. The Group Executive Board of Geberit must be informed of problems in the area of integrity in order to be able to manage these swiftly and reliably. By openly addressing such issues, Geberit employees are contributing to their own protection, that of their colleagues and the protection of Geberit's rights and interests.



If issues should occur, employees should seek a personal meeting with their supervisor. The Geberit Integrity Line is available to all employees as a whistleblower hotline in the corresponding language. The service is intended to enable employees to anonymously report cases such as sexual harassment or when a corrupt payment is being covered up. The Integrity Line is operated by an external company with experience in this area, and is available around the clock seven days a week.

Cases of discrimination (GRI 406-1)

According to the annual Group-wide survey, there was one case of bullying in the reporting year, with two people accused. Both the accused people have left the company and the case is closed.

### **Freedom of association (GRI 407)**

Management approach freedom of association

Employees are completely free to join trade unions, associations and similar organisations. No rights with respect to exercising freedom of association or collective bargaining as defined in the ILO core labour standards and the UN Global Compact are subject to restriction at the Geberit Group.

Non-compliance with the right to freedom of association and collective bargaining (GRI 407-1)

According to the annual Group-wide survey, no infringements of the guarantee of freedom of association and collective bargaining were identified in 2021.

## **8.2 Society**

### **Anti-corruption (GRI 205)**

Management approach anti-corruption

As a member of Transparency International Switzerland and the UN Global Compact, Geberit is committed to high standards in combating corruption. Corruption is categorically rejected. There are clear, internal guidelines on prevention which are communicated to all employees, and employees receive training in this area. Compliance with the guidelines is monitored as part of the Code of Conduct Reporting – an annual survey at all Geberit Group companies. The Internal Audit Department conducts additional on-site audits. In the case of misconduct, corrective measures are taken. For further information about the compliance system, see → [GRI 419](#).

Operations subjected to reviews on the risk of corruption (GRI 205-1)

The Code of Conduct Reporting contains a range of questions aiming to identify incidents of corruption. The topic of corruption is also a component of the audit programme for the periodic inspections of the production plants, sales, logistics and management companies by the Internal Audit Department. The annual audit planning of the Internal Audit Department is oriented to risks. Each company is audited at least every five years, or considerably more frequently if it has a high risk profile. In 2021, the Internal Audit Department audited a total of 20 companies.

### Communication and training on anti-corruption (GRI 205-2)

All new employees at Geberit are trained on the Code of Conduct as part of the Welcome events, with specific training films on the topics of corruption, IT misuse, workplace bullying and sexual harassment deployed especially for this.

All employees are also provided with information via the intranet about what is permitted and what is not. The guidelines on the correct handling of donations (i.e. anti-corruption guidelines) are updated regularly and made accessible to the relevant employees in Purchasing and Sales via the various communication channels.

### Incidents of corruption (GRI 205-3)

According to the annual survey carried out at all Geberit Group companies and the audits conducted by the Internal Audit Department, there were no cases of corruption in 2021.

## **Anti-competitive behaviour (GRI 206)**

### Management approach anti-competitive behaviour

The prevention of anti-competitive behaviour is a matter of top priority for Geberit. Cartels of any kind and other anti-competitive behaviour are categorically rejected. An internal antitrust audit was carried out at several sales companies in 2021 to ensure compliance in this area and also to improve it. There were also comprehensive training activities on antitrust legislation for all Managing Directors of the European sales companies, among others.

eLearning programmes represent an efficient way to train staff on and raise their awareness of antitrust legislation, an issue that is particularly sensitive for Geberit. Training campaigns are carried out on a regular basis. In 2021, the eLearning programme on antitrust legislation was completely revised for all sales companies outside Europe and will be rolled out in the first half of 2022.

As part of enquiries from various Geberit markets, the Group's legal department dealt with the permissibility of bonus and discount systems, plus marketing and sales campaigns, under competition law. In this advisory role, the legal department is able to quickly eliminate any uncertainties and confusion. On the whole, the enquiries demonstrate a marked sensibility among the employees in the area of antitrust legislation.

The external audit of the Geberit compliance organisation by KPMG carried out in 2021 also covered the area of antitrust legislation and closed with good results.

### Legal proceedings due to anti-competitive behaviour (GRI 206-1)

The suspected case from the previous year is still pending and there is no new information on it. There were no new cases in the reporting year.

## Regional employer (GRI 202)

Management approach regional employer

Geberit has grown from a family-run firm into a listed global company that has proven its ability to adapt to a rapidly changing environment. Within its core strategy, Geberit's aim is to ensure that sales companies, production plants, logistics and management companies function well as units which enjoy a high degree of autonomy. The high level of acceptance among the local workforce is a fundamental part of this, thanks in part to an attractive pay structure and the involvement of local know-how at management level.

Ratio of standard entry level wage compared to local minimum wage (GRI 202-1)

Geberit pays market-rate wages, taking into account local circumstances and laws. When hiring employees and determining their assignment in the company, Geberit attaches great importance to qualifications appropriate to the task description. In accordance with their qualifications, the majority of Geberit employees at the production sites and sales companies are paid well above the minimum wage range. Furthermore, stability and a high level of motivation among employees are important to Geberit.

Procedures for local hiring of management (GRI 202-2)

Geberit follows a personnel policy that does not provide for the preferential treatment of persons from the region in connection with the hiring of members of management boards for the respective country organisations. However, Geberit would like to establish organisations at its production and sales sites that function on a local basis, which is why it often integrates locally appointed managers.

## Indirect economic impacts (GRI 203)

Management approach indirect economic impacts

Indirect economic impacts arise primarily as side effects from direct economic action. Geberit is aware of these effects and the associated responsibility.

With its innovative solutions for sanitary products, Geberit aims to achieve sustained improvement in people's standard of living. The economy benefits from Geberit's leading role in the change towards a more sustainable sanitary industry: through the contribution to better sanitary and hygiene standards, a durable, resource-efficient sanitary infrastructure, through know-how transfer in the sanitary industry, via impetus for the economy in regional economic areas, and through strong and long-term relationships with suppliers. There is no management approach to indirect economic impacts in the narrower sense. Instead, the company works with the stakeholders concerned to identify the best solutions in each case. This collaborative approach proved extremely successful in the challenging environment of the COVID-19 pandemic. For further information, see also → [GRI 201](#).

Significant indirect economic impacts (GRI 203-2)

Geberit forms part of the value chain in the construction industry. It has significant indirect economic impacts for the employees, on the customer side at sanitary engineers, plumbers and end users, as well as at suppliers and transport companies. Continuous investment in the production plants in

Europe, China, India and the USA, as well as the logistics centre in Germany, will strengthen these individual economic areas.

Geberit know-how and Geberit products and system solutions significantly reduce the burden on water and drainage systems, thus reducing the associated costs and consumption of resources. According to one model calculation, all dual-flush and flush-stop cisterns installed since 1998 have so far saved around 38,210 million m<sup>3</sup> of water in comparison with traditional flushing systems. In 2021 alone, the water saved amounted to 3,590 million m<sup>3</sup>.

Geberit is committed to sustainable sanitary systems which, as elements in construction, help to shape the infrastructure as a whole. For example, Geberit actively worked on adapting the applicable standard for the dimensioning of waste water piping to smaller diameters. This is important so that the full functionality of the drainage system is ensured and fewer incidents with the corresponding costs occur, even with lower quantities of waste water. Similar to its work in the field of waste water hydraulics, Geberit also played a major part in ensuring that sound insulation and fire protection, as well as hygiene in drinking water and sanitary facilities, have been developed to the benefit of the end user and laid down in standards and recommendations.

Geberit lends impetus to the sanitary industry with innovation and new products that are sold and installed worldwide by wholesalers, plumbers and sanitary engineers. During the reporting year, around 36,000 professionals were provided with training on Geberit products, tools, software tools and installation skills at 30 Geberit Information Centres in Europe and overseas, see → [Business Report > Business and financial review > Financial Year 2021 > Customers](#). In this way, Geberit supports innovation, growth and value added in the sanitary industry.

Furthermore, Geberit is an important employer for the communities around its sites, with employees generating local value added. Added to this is Geberit's contribution as a training company for apprentices. At the end of 2021, Geberit employed 278 apprentices, thus supporting training in different countries, see also → [GRI 404](#).

The indirect economic impact on suppliers and transport companies is also significant. In 2021, Geberit procured goods amounting to CHF 1,061 million (previous year CHF 798 million) and had business relations with a total of 1,783 direct suppliers. Geberit does not have its own transport fleet and therefore generates orders for external transport companies.

### **Child labour (GRI 408)**

#### Management approach child labour

Geberit's exposure with respect to child labour is considered low because of its industry, business model and the countries in which business activities are carried out, its high level of vertical integration as well as its high quality requirements in the supply chain. Geberit commits itself to the protection of human rights in its → [Code of Conduct](#). Child labour is categorically rejected. The basic principles set out in the Geberit Code of Conduct for Suppliers explicitly include compliance with the ILO core labour standards for the exclusion of child labour.

#### Cases of child labour (GRI 408-1)

According to the annual Group-wide survey there were no cases of child labour revealed in 2021. There were likewise no such cases uncovered during the audits carried out at suppliers.

#### **Forced or compulsory labour (GRI 409)**

##### Management approach forced or compulsory labour

Geberit's exposure with respect to forced or compulsory labour is considered low because of its industry, business model and the countries in which business activities are carried out, its high level of vertical integration as well as its high quality requirements. Geberit commits itself to the protection of human rights in its → [Code of Conduct](#). Forced and compulsory labour are categorically rejected. The basic principles set out in the → [Code of Conduct for Suppliers](#) explicitly include compliance with the ILO core labour standards for the exclusion of forced or compulsory labour.

#### Cases of forced or compulsory labour (GRI 409-1)

According to the annual Group-wide survey there were no cases of forced or compulsory labour revealed in 2021. There were likewise no such cases uncovered during the audits carried out at suppliers.

#### **Human rights assessment (GRI 412)**

##### Management approach human rights assessment

The UN Guiding Principles on Business and Human Rights apply to the business activities of Geberit. Geberit is active across the world, including in regions posing a certain degree of risk with regard to the upholding of fundamental employee and human rights. However, all Geberit Group companies throughout the world are integrated in the Geberit Compliance System, which includes the upholding of fundamental employee protection and human rights. In addition, internal audits with compliance reviews take place at all companies of the Geberit Group, with the supply chain also being carefully reviewed, see → [GRI 419](#) and → [Chapter 10.2 Operations > Procurement](#).

#### Assessment of operations regarding human rights risks (GRI 412-1)

The upholding of human rights at all Geberit Group companies is subject to a survey each year as part of the verification of the Code of Conduct. Human rights as part of compliance are also a component of the audit programme for the periodic inspections of the production, sales and management companies by the Internal Audit Department. In 2021, the Internal Audit Department audited a total of 20 companies. In the reporting year, no evidence of human rights violations was found during the various inspections.

#### Employee training on human rights (GRI 412-2)

All new employees at Geberit are trained on the Code of Conduct as part of the Welcome events, with specific training films on the topics of corruption, IT misuse, workplace bullying and sexual harassment deployed especially for this.

The subject of compliance is uniformly positioned throughout the Geberit Group. The joint Geberit Intranet (GIN), which since 2020 has also been available to all employees via the mobile app, serves as an important basis for this. The compliance organisation and Code of Conduct are presented and explained here on a dedicated page.

Human rights criteria in investments and contract agreements (GRI 412-3)

In 2021, there was no investment agreement in countries or areas that pose a special risk in terms of human rights violations.

Suppliers are required by contractual agreement to comply with the Geberit Code of Conduct for Suppliers, which contains provisions for the protection of human rights.

## **Social responsibility**

Management approach social responsibility

Social responsibility is exercised both within the scope of long-term partnerships with social institutions and programmes with partners and in the annual social projects that Geberit has been carrying out for over ten years. These projects exhibit a relationship to the topic of water and sanitary facilities, as well as to Geberit's core competencies and corporate culture. Equally important is the aspect of personal and professional education. By getting actively involved in the social projects in developing regions, apprentices become familiar with other cultures and also acquire new social, linguistic and professional competencies. Furthermore, these social projects make a tangible contribution to the Sustainable Development Goals (SDGs) of the United Nations, which include giving all humans access to clean drinking water and basic sanitation by 2030. A review of what has been achieved is carried out on a regular basis.

Infrastructure investments and promoted services (GRI 203-1)

Donations and financial contributions, including product donations, totalling CHF 4.2 million (previous year CHF 4.0 million) were made during the reporting year. Geberit employees also carried out charitable work totalling around 1,650 hours in the reporting year (previous year 450 hours). Geberit also supports social facilities for disabled persons and long-term unemployed, where simple assembly and packaging work totalling CHF 9.7 million was carried out in 2021 (previous year CHF 8.5 million). This gave around 550 people meaningful work.

The focus was on the following projects and partnerships in 2021:

- After the project had to take place without apprentices in the previous year due to the pandemic, Geberit continued the tradition of its social projects in 2021. Eight apprentices from Germany, Austria and Switzerland travelled to Vinnytsia in Ukraine as part of the social project. In close collaboration with a local vocational school and accompanied by the local Geberit sales company, the apprentices helped renovate bathrooms and sanitary facilities in the vocational school involved as well as in a student hall of residence.
- The company also continued its long-term partnership with the Swiss development organisation Helvetas. Part of this partnership focuses on infrastructure projects in developing countries where Geberit employees go on volunteering assignments. Due to the COVID-19 pandemic, the planned volunteering project in Nepal unfortunately once again could not take place in 2021 and was postponed until the first quarter of 2022.
- Geberit continued last year's initiative during the reporting year, which involves donating ceramic sanitary appliances that have been discontinued following brand harmonisation, but are as good as new, to social institutions. Around 1,800 ceramic appliances were delivered on four trucks to Moldova, where they were installed in schools, childcare centres and a boarding school for deaf-mute children.
- Participation in the charitable organisation Swiss Water Partnership to promote international dialogue on the topic of water.

As a basic principle, all social projects are regularly checked by Geberit employees in the respective country or in partnership with non-governmental organisations – including after completion of the projects in question. All donations are neutral from a party political point of view. No donations were made to parties or politicians. This is ensured globally as part of the annual audit of the [→ Code of Conduct](#).

## 9. Planet

An initial environmental strategy was tabled and specific measures implemented at Geberit as far back as 1990. Over the years, this strategy was gradually developed into a comprehensive → Sustainability strategy, is now an integral part of the corporate culture, and makes a significant contribution to the Sustainable Development Goals of the United Nations.

Geberit stands for a high level of environmental awareness and has been committed to environmentally friendly, resource-saving production as well as the development of water-saving and sustainable products. Systematic, Group-wide environmental management takes centre stage here. This is the remit of Sustainability and Process Management. Guidelines and measures pertaining to all significant environmental issues are coordinated here. A network of environmental managers practises active environmental protection at the production plants, thus ensuring that the targets and measures laid down in the sustainability strategy are implemented worldwide. The environmental and occupational safety managers from all production plants meet once a year to discuss best practice and further develop Group-wide standards.

Eco-design has been an integral part of the product development process since 2007, with the aim of making each product more environmentally friendly than its predecessor throughout the entire product life cycle, see → Chapter 10.1 Products and innovation. The goal here is for products to be manufactured locally, where possible, using durable, sustainable raw materials from carefully selected, predominantly regional suppliers in order to keep transport routes as short as possible. The developed products are optimised both in terms of the amount of materials used and in resource and energy consumption during the usage phase. Returning products to an appropriate material cycle after removal is becoming increasingly important here.

Environmental criteria are considered in all decision-making processes. These processes are continuously being examined so that a proven high standard is achieved which often greatly exceeds legal requirements. Geberit's environmental principles are defined in the → Code of Conduct. The Geberit Group has a → Group certificate in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. All production plants, central logistics, and the management company incorporating all Group functions at headquarters in Rapperswil-Jona (CH) are certified in accordance with these three standards. In addition, five German plants are certified according to ISO 50001 (energy) and nine sales companies according to ISO 9001 (quality).

The annual preparation of a corporate eco-balance has been an established part of Geberit's environmental management since 1991. It covers all production plants worldwide, the logistics centre in Pfullendorf (DE), other smaller logistics units and the larger sales companies. The corporate eco-balance permits an overall assessment of environmental impact in terms of eco-points. For the reporting in 2021, as in the previous year, the basic data from the internationally recognised



Ecoinvent database (version 3.1) and the method of ecological scarcity (version 2013) were used. The calculation was based on the national electricity mix.

Geberit uses the Swiss Ecological Scarcity Method, which takes into consideration a wide range of environmental impact factors (emissions, resources, waste) and summarises them as a key figure. The environmental impact increased by 4.0% and CO<sub>2</sub> emissions by 5.1% in the reporting year. The environmental impact in relation to currency-adjusted net sales (eco-efficiency) dropped by 9.3%, and sales-related CO<sub>2</sub> emissions by 8.4%. These figures are well above the long-term target of 5% per year. This progress is founded largely on continuous improvements in efficiency at the energy-intensive ceramics plants and on the targeted purchasing of green electricity. Since the acquisition of the ceramics business in 2015, the absolute environmental impact has been reduced by 19.4% and CO<sub>2</sub> emissions by 15.9%. Eco-efficiency improved by 40.9% in the same period, while sales-related CO<sub>2</sub> emissions (CO<sub>2</sub> intensity) fell by 38.3%. Geberit developed a new CO<sub>2</sub> strategy in the reporting year to reduce CO<sub>2</sub> emissions further in the future (see → [GRI 305](#) and → [Business Report > Business and financial review > Financial Year 2021 > New CO<sub>2</sub> strategy](#)).

A compact overview of all the relevant developments in the reporting year is provided in the → [Business Report > Business and financial review > Financial Year 2021 > Sustainability](#). Detailed key figures on the environmental impact are provided at → [Key figures sustainability > Environment](#). Geberit's contributions to the Sustainable Development Goals can be found in the separate → [SDG Reporting](#) section.

## Resources and circular economy (GRI 301)

### Management approach resources and circular economy

The use of raw materials, semi-finished products and finished products with a global procurement value of CHF 1,061 million is a significant production factor for Geberit. The grey energy associated with purchased materials is around 15,100 TJ (previous year 13,100 TJ), around six times the entire energy consumption of Geberit's production plants. CO<sub>2</sub> emissions associated with purchased materials amount to 766,400 tonnes of CO<sub>2</sub> (Scope 3) and are responsible for 17.4% of Geberit's entire CO<sub>2</sub> emissions. This emphasises the importance of treating raw materials with care. Since 2018, for example, resource efficiency in ceramic production has improved by 13.1% (target 10%), with a further 10% optimisation envisaged for the period 2021 to 2024. It is important that the resource-efficient use of raw materials is considered as early as the product development process. This has been implemented systematically since 2007 as part of eco-design workshops and is thus a central element of Geberit's CO<sub>2</sub> strategy, see → [Chapter 10.1 Products and innovation > Product management and innovation](#).

As part of the European vision for a resource-saving circular economy, efforts are being made to identify and implement options in the area of closed material cycles. The aim is to minimise resource and energy usage, lengthen the service life of products as far as possible, close internal and external material cycles to the greatest extent possible, and constantly increase the use of internal and external recycled materials. Of key importance here is that Geberit products must have a very long industrial service life, as many of them will be installed in buildings for decades. This is guaranteed

through the use of top-class materials and the application of strict quality requirements. An important factor here is the availability of spare parts for up to 25 years for a significant proportion of the product range. Furthermore, Geberit products are usually backwards-compatible and can be cleaned and repaired easily. Attention is also paid to using as little packaging material as possible. All these features combine sustainability aspects and support the circular economy, both in production as well as the use of the products in buildings.

Since 2020, Geberit has been supporting the Operation Clean Sweep initiative, which is committed to ensuring that plastic granules do not pollute the environment. To this end, a review was carried out at all plastics-processing plants worldwide, and measures for improvement defined and implemented. These include raising staff awareness and verifying the implementation of measures as part of the internal and external ISO audits.

Plastic also plays a key role as a material in piping systems, which is why Geberit is participating in a TEPPFA study on the overall consideration of environmental aspects in the plastic pipe industry. The aim here is to highlight the risks and opportunities associated with plastic recycling, and how plastic regranulate could be used in piping systems and as part of their recycling.

Conserving resources also means making appropriate use of products that, although in mint condition, can no longer be sold. The brand switch to Geberit, coupled with major efforts to reduce the complexity of the ceramic-product portfolio, gave rise to residual items of stock still in mint condition. Rather than scrapping these products, attempts were also made in 2021 to put them to good use, with a large shipment made to Moldova for use in various social institutions.

### **Materials used (GRI 301-1)**

The use of materials depends on the various manufacturing processes: ten plants for manufacturing sanitary ceramics, eleven plants for processing plastic and metal, and five other plants in the area of metal composites and metal. The range of production processes used thus includes the areas of ceramic production, injection moulding, blow moulding, extrusion, metal- and thermoforming, and assembly.

The most important materials for production are plastic and metal raw materials, mineral raw materials and various semi-finished products and finished products. A total of 457,299 tonnes of materials were used in 2021 (previous year 408,861 tonnes). Detailed key figures on the use of materials can be found at [→ Key figures sustainability > Environment](#).

In 2017, the implementation of a software-based solution for managing hazardous substances began, and this was rolled out in 23 plants in the reporting year. This means that a standardised, efficient process now exists for managing and reducing the use of hazardous operating and auxiliary materials. In 2021, the number of hazardous substances used was reduced by 3%. For example, process optimisation in the production of welded, bent Mapress Stainless Steel fittings not only helped improve efficiency, quality, ergonomics and waste, but also reduced pickling step by step.

## Percentage of recycled material (GRI 301-2)

When determining the share of recycled material in production, a distinction is made between internal and external sources.

Internal sources:

Almost 100% of the plastic waste produced during plastics processing is recycled internally. This internally generated recycled material is ground either on site or via a decentralised mill and fed back into the process. The proportion fluctuates depending on the manufacturing process. For blow moulding it is around 35%, for injection moulding around 15%, depending on product class, and for pipe extrusion around 3%. This corresponds to around 10,000 tonnes in total (previous year 9,200 tonnes).

Raw materials are also recycled internally and fed back into the process in ceramic production. The recycling rate for the ceramic slip is 5 to 10% and 20 to 40% for the glaze, corresponding to around 30,400 tonnes in total. The reporting year also saw resource efficiency in ceramic production improve by a further 6.1% to 0.45 kg waste/kg ceramic.

External sources:

The share of recycled material in purchased metals is relatively high. This data originates from the Wuppertal Institute for Climate, Environment and Energy. Extrapolated, the raw material metal purchased contains around 40,300 tonnes of recycled material.

With plastics, virgin material is primarily used. The search for suitable, high-quality regranulate from external plastic waste (post-consumer waste) is, however, an integral part of Geberit's procurement strategy. In terms of the material Acrylonitrile Butadiene Styrene (ABS), a suitable alternative made of 100% recycled material was found. This alternative is based on high-quality plastic waste from the electronics industry (e.g. used computer cases). According to the supplier, the manufacture of this regranulate consumes over 80% less energy compared to the manufacture of a tonne of new petrochemical-based plastic, while releasing around three tonnes less CO<sub>2</sub> per tonne of regranulate into the atmosphere. In 2021, 957 tonnes of ABS regranulate (previous year 940 tonnes) were used for various components in exposed and concealed cisterns. Thanks to an intelligent redesign, around half of the material used for the fill and flush valves launched in 2021 for the Nordic range of floor-standing WCs is made of high-quality ABS regranulate, for example. The use of plastic regranulate is generally to be increased further and applied to other product areas. Since 2020, a second high-quality recycled plastic (post-consumer waste) in the form of polypropylene (PP) has been available, 4.2 tonnes of which were used in the reporting year (previous year 1.2 tonnes).

## Reuse of products and packaging materials (GRI 301-3)

Due to their long service life and the way in which they are installed, Geberit products can only be reused or recycled to a very limited extent. A targeted improvement in recyclability can be achieved by using recyclable thermoplastics instead of non-recyclable duroplast plastics, as is the case with the manufacture of a WC seat and lid at the plant in Pfullendorf (DE).

In the case of packaging materials, Geberit's goal – also as part of eco-design workshops – is to keep amounts as low as possible, to continuously increase the share of recycled material, and to simplify the recycling and return processes. In a preliminary study, potential for optimisation in the amount of packaging was identified from both an ecological perspective and from the customer's point of view. Efforts to reduce packaging amounts are already starting to bear fruit. For example, certain packaging levels are being omitted, bags reduced in size or thinner foils used, while instructions are printed directly on the packaging rather than on paper, or replaced by a QR code. In addition, care is being taken to avoid the use of polystyrene (EPS) wherever possible and, where necessary, to replace it with recyclable cardboard. A good example here is the [→ redesign of the packaging for the sanitary flush unit](#). Proven standard packaging – introduced as part of an effort to reduce complexity – is now also being reviewed. As a result, WC lids are now being shipped in cardboard boxes that have been reduced in size as far as possible. These boxes are almost four times lighter than those used up to now, cause 70% fewer CO<sub>2</sub> emissions and are both easier to use and cheaper to procure.

In 2021, around 41,100 tonnes of packaging material were used (previous year 36,100 tonnes), of which around 60% was collected and recycled by Geberit or by financed contractual partners. The rest was disposed of and recycled on a country-specific basis.

## Energy (GRI 302)

### Management approach energy

Representing a 96.8% share of the corporate eco-balance, the consumption of energy in the form of electricity, combustibles and fuels represents Geberit's greatest environmental impact. Software introduced in 2012 permits monthly monitoring of water and energy consumption, as well as the Group-wide calculation of environmental impact and CO<sub>2</sub> emissions. In addition, systematic energy and CO<sub>2</sub> monitoring and an energy/CO<sub>2</sub> master plan are being implemented in the most energy-intensive plants to manage and plan energy consumption. This is based on the three pillars energy saving, use of existing waste heat (heat recovery), and the targeted expansion of the share of renewable energy sources.

Initial goals for the share of renewable energy sources were established as far back as 2015: By 2021, the share of renewable energy sources was to account for 45% for electricity and 10% for combustibles. Whereas the goal for electricity has been exceeded (49.5%), the goal for combustibles was not reached (5.0%). Pivotal in energy management and the CO<sub>2</sub> strategy are measures for saving energy, increasing efficiency and procuring energy in the plants. The corresponding measures are implemented using an energy master plan and a rolling CO<sub>2</sub> forecasting at all major plants. The proportion of renewable energies is being further increased throughout the company, always taking the internal CO<sub>2</sub> reference price and the economic efficiency of the planned projects into consideration. There are various ways of doing this: Purchasing high-quality green electricity with certificates, long-term Power Purchase Agreements (PPA) with selected operators, or the installation of proprietary photovoltaic systems on the roofs of the production plants to generate electricity to be used within the company. The company has planned to further increase its purchase of green electricity in 2022 by additional 20 GWh.

At present, the five German plants in Lichtenstein, Pfullendorf, Langenfeld, Wesel and Haldensleben are certified according to the ISO 50001 standard for energy management. Furthermore, all Geberit companies implemented the European Energy Efficiency Directive 2012/27/EU in 2015, which was reviewed again in 2019.

For the development of energy-efficient products, see → [Chapter 10.1 Products and innovation](#).

### **Energy consumption within the organisation (GRI 302-1)**

Geberit generally uses energy purchased externally. The direct energy carriers (Scope 1) include the combustibles natural gas, biogas, liquefied petroleum gas (LPG), diesel for power generation, heating oil extra light, as well as the fuels diesel, gasoline, liquefied petroleum gas (LPG) and natural gas (CNG). The indirect energy carriers (Scope 2) include electricity and district heating.

Energy consumption increased by 7.3% in the reporting year due to significant sales growth and is now 775.7 GWh (previous year 723.1 GWh). Since the acquisition of the energy intensive ceramics business in 2015, however, it has been possible to reduce energy consumption by 14.9%, making a significant contribution to reductions in the environmental impact and CO<sub>2</sub> emissions.

Combustibles (primarily for ceramic production), including district heating, still account for the greatest share of energy consumption at 67.3% (previous year 67.0%), followed by electricity with 29.9% (previous year 29.8%) and fuels with 2.8% (previous year 3.2%).

Since 2012, a block heating station has been in use in Pfullendorf (DE). In 2021, this plant was fed by 9.1 GWh of regionally produced biogas. The electricity generated by the plant (3.5 GWh) is fed into the transmission grid and the resulting heat (4.6 GWh) can be used in production, thereby reducing the use of natural gas.

Since 2013, the roof area at the plant in Givisiez (CH) has been made available to an energy services provider for a 3,050 m<sup>2</sup> photovoltaic installation. It generated 0.5 GWh of electricity in 2021. However, this contribution is not included in the energy balance as the energy produced is managed by the regional energy supplier. Overall, the volume of purchased green electricity was increased by 17 GWh to 85 GWh in 2021.

For detailed key figures on the consumption of combustibles and fuels (Scope 1), as well as electricity and district heating (Scope 2) and the electricity mix, see → [Key figures sustainability > Energy consumption](#).

### **Energy consumption outside the organisation (GRI 302-2)**

Where the energy balance outside the organisation is concerned, Geberit concentrates on purchased materials, intercompany and distribution logistics, and business travel.

In 2021, purchased materials resulted in grey energy consumption of around 15,100 TJ (previous year 13,100 TJ).

Logistics services are provided by external transport service providers. Since 2010, a logistics calculator developed by Geberit has been used for monitoring purposes and covers all intercompany and distribution logistics. In the reporting year, the transport service providers handled 672.3 million tkm (tonne-kilometres), previous year 528.6 million tkm. This gave rise to energy consumption of 1,273 TJ (previous year 1,015 TJ). The increase in transport services and energy consumption was mainly due to a rise in sales growth, an increase in deliveries to far-away countries and adjustments in data collection.

Business flights have been recorded and included in the assessment since 2012. The flight distances are calculated according to the respective departure and arrival airports. Due to the COVID-19 pandemic, energy consumption arising from business flights was again much lower in the reporting year than before the pandemic at 8.2 TJ (2020: 6.2 TJ, 2019: 23.2 TJ).

### Energy intensity (GRI 302-3)

Energy intensity is an important performance indicator at the production plants, and is monitored monthly in the management cockpit. It refers to the quantities produced in unit equivalents and, in the ceramics plants, also to the quantity produced in terms of weight. Those plants which are certified to ISO 50001 (energy) have also introduced a more refined system of monitoring. At Group level, net sales constitute a key indicator alongside environmental impact and CO<sub>2</sub> emissions. In 2021, energy consumption per net sales improved by 6.5% compared to the previous year.

### Energy saved (GRI 302-4)

Important ongoing energy-saving measures in production include:

- The optimisation of production processes in terms of efficiency, scrap, stability, energy and resource consumption
- The continuous modernisation of the machine fleet and the purchase of energy-efficient equipment, and the systematic switchover of
- Lighting to LED technology
- Increasing the capacity utilisation and efficiency of production equipment
- The optimisation of cooling systems through the use of natural ambient cold (free cooling, ground water)
- The improved use of waste heat available internally (heat recovery, e.g. for the pre-heating of plastic granules)
- The careful use of compressed air
- Improved insulation of buildings

Concrete examples which show the reduction in energy consumption in production:

- Closure of three smaller production plants in Daishan (CN), Elyria (US) and Dymer (UA). Relocation of products to other Geberit production plants to simplify processes and improve efficiency.

- Increase in the number of injection moulding machines with energy-efficient drive technology (hybrid, fully electrical, standby) to 209 machines, and commissioning of a fifth fully electrical blow-moulding machine.
- Process optimisation in the production of Mapress Stainless Steel fittings in Langenfeld (DE) leading to a reduction in electricity and natural gas consumption through step-by-step reduction in pickling.

Measures to reduce energy consumption in (outsourced) logistics operations:

- Great importance is attached to central transport management as the interface between plants, markets and transport service providers in order to enable cost- and resource-optimised transport solutions. The efficient utilisation of freight capacity is of key importance here. In the case of product deliveries from the logistics centre in Pfullendorf (DE), the capacity of the loading vessels can be utilised more efficiently thanks to the optimised calculation of loading space and implementation of organisational measures. This leads to a reduction in the number of transport runs and in CO<sub>2</sub> emissions. The share of transport services handled by state-of-the-art Euro 6 trucks was 82% (previous year 73%). In addition, four trucks powered by natural gas are in operation between Jona (CH) and Pfullendorf (DE) and on other routes.
- Where possible, Geberit takes the opportunity to shift truck traffic to rail. From Pfullendorf, almost 100% of ocean freight shipments to Hamburg (DE), 80% of shipments to Italy, and 15% of shipments to Switzerland are conducted by rail. The percentage of rail consignments from Italy to Pfullendorf is 59% and to Switzerland 86%.
- With regard to transportation by truck, Geberit continues to look for options for making more efficient use of freight compartments and using bigger shipping containers. As such, the percentage of "high cube swap bodies" (offering around 10% more capacity) deployed from the logistics centre in Pfullendorf and the use of double-decker systems is being successively increased. In addition, the use of long trucks (with a length of up to 25 metres and a total weight of up to 60 tonnes) in Scandinavia increases load volumes and the number of transported pallets per truck by around 40%. In addition, some 325 truck journeys were saved thanks to the double stacking of cisterns for major customer deliveries in Germany.

### **Reductions in energy requirements of products and services (GRI 302-5)**

The biggest environmental contribution by Geberit products lies in the conservation of water, which indirectly also saves on energy. According to the Ecoinvent database (version 3.1), some 10.3 MJ of energy are required and 0.64 kg of CO<sub>2</sub> emissions released per cubic metre for the conveyance, processing and distribution of water and the subsequent processing of the unpolluted waste water in a treatment plant. The water footprint calculated for Geberit shows that nearly 100% of water consumption is attributable to the usage phase. The water volume saved owing to Geberit products is enormous: according to one model calculation, all dual-flush and flush-stop cisterns installed since 1998 have so far saved around 38,210 million m<sup>3</sup> of water in comparison with traditional flushing systems. Therefore, these water savings indirectly result in substantial energy savings and reductions in CO<sub>2</sub> emissions.

Direct energy savings when using the products are made possible thanks to systematically improved energy efficiency. Specific examples include:

- The → [Geberit DuoFresh module](#) removes unpleasant odours by extracting the air directly from the WC ceramic appliance and purifying it using a ceramic honeycomb filter. This can save up to 50 litres of heating oil per year compared to opening the window for ventilation.
- The → [Geberit energy retaining valve ERV](#) uses a magnetic diaphragm system to cap the ventilation pipe for waste water above the roof. This opens only when required and ensures pressure compensation only when this is necessary. This helps avoid unnecessary heat loss and can save up to 50 litres of heating oil a year.
- The → [Geberit AquaClean Sela Comfort](#) shower toilet uses innovative WhirlSpray and heating-on-demand technology to considerably reduce energy consumption compared to its predecessor.
- The → [Geberit urinal system](#) comprises urinals with electronic flush controls but also with completely waterless operation. The central elements are the two rimless urinal ceramics Preda and Selva, which were developed by Geberit. Thanks to the low consumption of resources and the option of a control system supplied with electricity by an autonomous energy source, the urinals satisfy the most stringent requirements for sustainable building and economic operation. For this purpose, a proprietary environmental and cost calculator was developed for various sales companies, see → [www.international.geberit.com](http://www.international.geberit.com) > Products > [Geberit urinal system](#) > [Urinal system sustainability calculator](#).
- The modular → [Geberit tap system](#) is the ultimate in sophisticated installation technology, different energy concepts and elegant tap housings for wall-mounted and deck-mounted taps. The product boasts both optimal user-friendliness and ease of installation as well as minimal water and energy consumption.
- The → [Geberit Control App](#) enables product configuration via smartphone, meaning appliances can be operated simply and also constantly optimised in terms of energy management and water consumption, among other aspects.

## Water and waste water (GRI 303)

### Management approach water and waste water

The biggest environmental contribution made by Geberit products lies in the conservation of water at customers, which is one of the pivotal aspects in the company's contribution towards sustainable development and reducing CO<sub>2</sub> emissions. Innovative Geberit sanitary products reduce the amount of water consumed and help to systematically optimise the way in which water is used in buildings while maintaining the highest hygiene standards – including in terms of drinking water. According to one model calculation, all dual-flush and flush-stop cisterns installed since 1998 have so far saved around 38,210 million m<sup>3</sup> of water in comparison with traditional flushing systems. In 2021 alone, the water saved amounted to 3,590 million m<sup>3</sup> (previous year 3,350 million m<sup>3</sup>). This is more than half of



the annual consumption of all German households. Since 2016, Geberit has been publishing its detailed water balance as part of the CDP Water Program.

For the development of water-saving products and Geberit's commitment beyond product development, see → [Chapter 10.1 Products and innovation](#).

### **Handling and use of water (GRI 303-3, GRI 303-5)**

The water footprint, which covers Geberit's entire value chain, shows that nearly 100% of water consumption is attributable to the use of the products, while the manufacture of the products by Geberit accounts for less than 0.1% of water consumption.

The corporate eco-balance shows a similar picture. Here, the environmental impact caused by water consumption and subsequent waste water treatment also accounts for only a minor share of the company's overall impact (1.1%). Despite this, Geberit also aims to serve as a role model with respect to its own water consumption and to further optimise this every year. This includes measures such as reusing water in laboratories and production processes. Ceramic production accounts for the biggest share of water consumption. Geberit's goal in this area was to reduce water consumption (l water/kg ceramic) by 5% by 2021 compared with 2018. At 10.3%, the reduction achieved clearly exceeded the goal. Geberit is not content with this figure, however, and is now looking to reduce its water consumption by a further 5% by 2024.

Despite higher production volumes in the area of ceramics, it was possible to reduce water consumption to 925,230 m<sup>3</sup> in the reporting year (previous year 953,284 m<sup>3</sup>). This is categorised into drinking water (36.1%), well water (41.1%), lake and river water (21.7%) and rain water (1.1%). According to the Water Risk Atlas from the World Resources Institute (WRI), the production sites in Lichtenstein (DE), Gaeta (IT), Kolo (PL), Wloclawek (PL), Shanghai (CN) and Pune (IN), which together account for 29% of Geberit's total water consumption in production, are located in areas with high or very high water stress. Key figures concerning water consumption by source can be found at → [Key figures sustainability > Environment](#).

### **Water withdrawal and water consumption (GRI 303-1)**

The manufacture of ceramic sanitary appliances accounts for around 80% of water consumption in production, i.e. during preparation of the ceramic slip and glaze, and cleaning the moulds and systems. On average, 5.9 litres of water are needed for every kilo of ceramic produced. Around 5 to 10% of the water used in ceramic production is recycled internally, corresponding to around 73,800 m<sup>3</sup> in 2021.

Another major consumer is the Geberit sanitary laboratory in Rapperswil-Jona (CH), where newly developed products are tested. The tests required 131,595 m<sup>3</sup> of water, of which only around 3% was fresh water. The remaining 97% was reused in a closed-circuit system.

Other processes that consume water are steam foaming of expandable polystyrene (EPS), cleaning work, powder coating, and water used in staff sanitary facilities.

Waste water of varying quality accounts for around 75% of the water withdrawn, see → [GRI 303-4](#). The remaining 25% evaporates into the atmosphere either during cooling processes or when the ceramic parts and plaster moulds dry.

### Handling of waste water (GRI 303-2)

All resulting process waste water and domestic waste water is treated. Process waste water can contain inorganic substances (e.g. mineral raw materials). This water is cleaned in a two-stage process involving sedimentation and filtration before being fed into the public sewage system or returned to surface waters. Only few Geberit processes (e.g. powder coating, electroplating, cleaning of metal fittings) produce waste water that is more heavily contaminated. This waste water is treated in a separate stage before being fed into the public sewage system.

### Waste water (GRI 303-4)

The 2021 figure for waste water was 686,169 m<sup>3</sup> (previous year 709,743 m<sup>3</sup>). At 72.8%, process waste water from the production of sanitary ceramics accounted for the largest share of the total. Other important categories are domestic waste water (25.2%), which passes into the communal waste water treatment plant or is pretreated and fed into receiving waters, and other waste water (2.0%), which is pretreated and fed to a communal waste water treatment plant. Waste water was not reused by external companies. Detailed key figures on waste water can be found at → [Key figures sustainability > Environment](#).

## CO<sub>2</sub> and other emissions (GRI 305)

### Management approach CO<sub>2</sub> and other emissions

Geberit has been calculating its carbon footprint across the entire value chain (Scopes 1 to 3) since 2012. Within this context, the following activities are relevant: the provision of raw materials, combustibles and fuels (Scope 3), the manufacture of products (Scopes 1 and 2), logistics, together with use and disposal (all Scope 3). With regard to the former Sanitec, only mineral raw materials and raw materials from the plant in Ozorków (PL) are taken into account. An analysis revealed that product use (68.3%) and the provision of raw materials (17.4%) are by far the largest sources of CO<sub>2</sub> emissions. During product use, the provision of water, processing of unpolluted waste water and generation of hot water play a central role. All in all, manufacturing of the products at Geberit accounts for only 4.9% of total CO<sub>2</sub> emissions. Similarly, transport (1.8%), the provision of combustibles and fuels (0.8%) and the disposal (6.8%) of the products also cause only few emissions.

The calculation of greenhouse gas emissions is based on the internationally recognised Ecoinvent database (version 3.1) and the IPCC (Intergovernmental Panel on Climate Change) factors from 2013. Production-related process emissions are also taken into account, as is the national electricity mix. The seven leading substances (CO<sub>2</sub> fossil, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> and NF<sub>3</sub>) are used for the calculation of the greenhouse gas emissions and shown as a sum parameter according to IPCC (CO<sub>2</sub> equivalents or simply CO<sub>2</sub>).

Production emissions are recorded, calculated and analysed in detail as part of the corporate eco-balance. CO<sub>2</sub> emissions are particularly important to Geberit. → Other air emissions (NO<sub>x</sub>, SO<sub>2</sub>, hydrocarbons, etc.) are also recorded and calculated, but have a comparatively minor impact on the environment. The reduction of these emissions is directly related to the reduction targets of the CO<sub>2</sub> strategy. As part of the CO<sub>2</sub> strategy, it was decided in 2015 that CO<sub>2</sub> emissions in relation to currency-adjusted net sales (CO<sub>2</sub> intensity) should be reduced by 5% per year on average. With an average reduction of 7.7%, this goal was clearly exceeded. Furthermore, a long-term, absolute CO<sub>2</sub> target (Scopes 1 and 2) was established that was compatible with the target specified in the Science Based Targets Initiative of limiting global warming to “well below 2°C” above pre-industrial levels. Within this context, Geberit planned to reduce its absolute CO<sub>2</sub> emissions by 6% between 2015 and 2021 to under 240,000 tonnes (based on organic growth). This target had already been achieved by the end of 2018, with current emissions standing at 217,009 tonnes. The new CO<sub>2</sub> strategy is a continuation of the successfully implemented strategy 2015–2021. The goal in the future is to continue to reduce CO<sub>2</sub> intensity by an average of 5% per year. As such, Geberit is looking to achieve a long-term reduction in absolute CO<sub>2</sub> emissions from 217,009 tonnes in 2021 to 136,000 tonnes by 2035. In comparison with the reference year 2015, relative CO<sub>2</sub> emissions are to be reduced by 70% by 2030 and by 80% by 2035, while absolute CO<sub>2</sub> emissions are to fall by 39% and 47% by 2030 and 2035, respectively. The envisaged reduction in emissions (Scopes 1 and 2) is in line with the target specified in the Science Based Targets Initiative (SBTi) of limiting global warming to “well below 2°C” above pre-industrial levels.

The → new CO<sub>2</sub> strategy is looking to maintain and develop the tried-and-tested measures for CO<sub>2</sub> reduction, while adding new elements to the existing framework. The internal CO<sub>2</sub> pricing is a new measure of key importance. Once a year, the Group Executive Board defines a CO<sub>2</sub> reference price as part of the budget – this was €60 per tonne for 2022. This is based on the price of the European Trading System (ETS) for CO<sub>2</sub>. The internal CO<sub>2</sub> reference price embodies the reference costs for saving one tonne of CO<sub>2</sub>. An implicit CO<sub>2</sub> project price is calculated for each project using a profitability calculation. This serves as a basis for deciding on investments in measures to reduce energy or CO<sub>2</sub>. The lower the CO<sub>2</sub> project price, the more attractive the project, whereby the price for implementing a project has to be under the CO<sub>2</sub> reference price.

Geberit relies on transparency and the assumption of responsibility. The internal transparency of the CO<sub>2</sub> emissions will be increased significantly with comprehensive monthly reporting and the definition and monthly tracking of key performance indicators on CO<sub>2</sub> emissions, and integrated in the regular reporting and forecasting processes. As of 2022, the annual achievement of objectives regarding CO<sub>2</sub> reduction will be integrated as one of five equally weighted criteria in the calculation of the Group bonus. The annual emission reduction goals are thus bonus-related with a weighting of 20% for the entire Group management (around 220 managers) as well as for the employees in Switzerland (a total of 1,500 employees).

Geberit also contributes to reducing greenhouse gas emissions during product development and in the product use phase. The name of this principle is eco-design and is based on the continuous improvement of product design, see → Product management and innovation.

## Direct greenhouse gas emissions (Scope 1) (GRI 305-1) and indirect, energy-related greenhouse gas emissions (Scope 2) (GRI 305-2)

In 2021, CO<sub>2</sub> emissions (Scopes 1 and 2) amounted to 217,009 tonnes (previous year 206,553 tonnes), corresponding to an increase of 5.1%. At 49.9% (previous year 48.9%), combustibles are the largest source of CO<sub>2</sub>, followed by electricity at 47.2% (previous year 47.9%) and fuels at 2.7% (previous year 2.9%), as well as process emissions and district heating at 0.2% in total (previous year 0.3%). The targeted purchase of 85 GWh of green electricity (previous year 68 GWh) in Jona and Givisiez (CH), Pfullendorf (DE), Bromölla and Mörrum (SE), Ekenäs (FI), Kolo and Wloclawek (PL), and Daishan (CN) meant that it was possible to reduce CO<sub>2</sub> emissions by around 39,100 tonnes (previous year 32,500 tonnes).

Key figures concerning greenhouse gas emissions can be found at [→ Key figures sustainability > Environment](#).

## Other indirect greenhouse gas emissions (Scope 3) (GRI 305-3)

Where other indirect greenhouse gas emissions (Scope 3) are concerned, Geberit concentrates on the following categories:

- Raw materials used and the resulting CO<sub>2</sub> emissions at 766,368 tonnes (previous year 670,192 tonnes).
- The provision of combustibles and fuels, which in 2021 accounted for 32,699 tonnes from combustibles (previous year 30,487 tonnes) and 4,213 tonnes from fuels (previous year 4,342 tonnes). CO<sub>2</sub> emissions of power generation from the upstream chain are included in [→ GRI 305-1](#).
- Logistics (see [→ GRI 302-2](#)) gave rise to total CO<sub>2</sub> emissions of 77,292 tonnes in 2021 (previous year 61,653 tonnes). The increase in CO<sub>2</sub> emissions was mainly due to sales growth, an increase in deliveries to far-away countries and adjustments in data collection. Since 2015, Geberit has managed to improve the eco-efficiency of its logistics operations (environmental impact per tkm) by 31%.
- Business travel by air, at 586 tonnes of CO<sub>2</sub> emissions (previous year 445 tonnes, 2019 1,663 tonnes). These CO<sub>2</sub> emissions comprise direct and indirect emissions and are based on the Ecoinvent database (version 3.1) and the IPCC factors from 2013.

## Intensity of greenhouse gas emissions (GRI 305-4)

CO<sub>2</sub> emissions (Scopes 1 and 2) in relation to currency-adjusted net sales (CO<sub>2</sub> intensity) decreased by 8.4% in 2021. Since the acquisition of the ceramics business in 2015, CO<sub>2</sub> intensity has been reduced by 38.3%, or 7.7% per year on average. This figure is above the target of 5% per year.

## Reduction of greenhouse gas emissions (GRI 305-5)

The measures for implementing the CO<sub>2</sub> strategy (Scopes 1 and 2) are based on the three pillars energy saving, use of existing waste heat (heat recovery), and the targeted expansion of the share of renewable energy sources, see also → [GRI 302](#).

In 2021, Geberit purchased another 17 GWh of green electricity, bringing the total to 85 GWh. Overall, renewable energy sources thus accounted for 49.5% of electricity (previous year 46.1%). For combustibles, the share of renewable energy sources should have been increased to 10% by 2021. The block heating station in Pfullendorf (DE), which was commissioned in 2012 and which was fed by 9.1 GWh of regionally generated biogas in 2021, makes a key contribution. Additionally, 16.3 GWh of district heating was sourced from a paper factory and a block heating station powered by wood. This brought the share of renewable energies for district heating and combustibles to 5.0% in total in 2021 (previous year 4.5%).

Under the → [new CO<sub>2</sub> strategy](#), a wide range of measures for saving energy and increasing efficiency in the plants is planned. Accordingly, the area of ceramics, which accounts for around two-thirds of all Geberit's CO<sub>2</sub> emissions, has the largest structural savings potential. This includes a special focus on the reduction of scrap rates. The firing process and the use of the resulting waste heat will be further optimised. This can be used for other process steps, such as the drying of the cast ceramic appliances. Furthermore, projects were launched to investigate the possibilities of switching to renewable energy sources – for example, ecologically produced hydrogen – in the long term as well as the systematic reuse of ceramic waste.

Fuel consumption is determined primarily by the company's own and leased fleet of cars and delivery vans. Since early 2008, binding guidelines have also applied for the purchase of new vehicles. As of 2019, these guidelines were adjusted to take into account the new Worldwide Harmonised Light Vehicles Test Procedure (WLTP).

Geberit also encourages awareness among all employees for the promotion of environmentally friendly behaviour. New employees receive training on the subject of sustainability at Geberit as part of their job orientation programme. In the largest plants, this is also tailored to the target group of production employees.

The consistent application of → [eco-design](#) principles in product development is paramount in terms of reducing CO<sub>2</sub> emissions in Scope 3, and Geberit has adhered to this approach since 2007. Specific examples of sustainable, CO<sub>2</sub>-reducing products can be found at → [10.1 Products and innovation](#).

All targets and measures for improving the carbon footprint are disclosed in detail as part of the company's participation in the CDP.

## Emissions of ozone-depleting substances (GRI 305-6)

Emissions of ozone-depleting substances, measured in CFC-11 equivalents (chlorofluorocarbons), can be calculated based on the eco-balance using the base data from the Ecoinvent database (version 3.1). The calculation includes both direct emissions (Scope 1) from the burning of combustibles and fuels and process emissions (solvents), as well as indirect emissions (Scope 2)

resulting from electricity consumption and the provision of district heating. Key figures concerning ozone-depleting substances can be found at [→ Key figures sustainability > Environment](#).

### **Nitrogen oxides (NO<sub>x</sub>), sulphur oxides (SO<sub>x</sub>) and other air emissions (GRI 305-7)**

Emissions of NO<sub>x</sub>, SO<sub>2</sub>, NMVOC (non-methane VOC) and dust (PM 10) can be calculated on the basis of the eco-balance using the base data from the Ecoinvent database (version 3.1). The calculation includes both direct emissions (Scope 1) from the burning of combustibles and fuels and process emissions (solvents), as well as indirect emissions (Scope 2) resulting from electricity consumption and the provision of district heating. Key figures concerning emissions can be found at [→ Key figures sustainability > Environment](#).

## **Waste (GRI 306)**

### **Management approach waste**

According to the corporate eco-balance, waste disposal accounted for just 1.5% of the overall environmental impact. The avoidance, reduction and safe handling of waste is promoted at the plants within the scope of environmental management according to ISO 14001. Waste is sorted so that as much as possible is recycled, and as little as possible has to be incinerated or sent to landfill sites. As part of a resource-saving circular economy, efforts are being made to generate secondary material for other processes from waste.

### **Waste generation and management of waste-related impacts (GRI 306-1 and GRI 306-2)**

Waste occurs along Geberit's entire value chain: during the manufacture of purchased raw materials and of semi-finished and finished products, during transportation and production, as well as during the installation and utilisation of products right through to their ultimate disposal when a building is renovated or dismantled.

Production waste at suppliers can only be influenced by Geberit to a limited extent. By complying with the [→ Code of Conduct for Suppliers](#), providers undertake – among other things – to reduce the quantity of waste they produce. The matter is also addressed during visits to suppliers and audits. Packaging waste that occurs when raw materials and semi-finished products are delivered to production and logistics can be influenced to a greater extent. For example, agreements with suppliers can stipulate that reusable containers are used instead of disposable ones, or that silo deliveries are made rather than supplying goods in sacks.

Consistent efforts are made to minimise waste in Geberit's production plants, with actions prioritised as follows: avoid and reduce waste, sort the waste and, if possible, recycle it internally or externally; if this is not possible, use the waste for energy recovery by burning it as fuel at an incineration plant or dispose of it in an inert waste landfill. Wherever possible, hazardous waste requiring special disposal and treatment is avoided. The same applies to waste that has to be sent to a mixed waste landfill. As part of a resource-saving circular economy, efforts are being made to generate secondary material

for other processes from waste. The type and quantity of waste generated depends to a large degree on the relevant production processes. The most important production processes at Geberit are:

1. **Plastics processing (injection moulding, blow moulding, extrusion):** these processes primarily generate plastic waste, virtually all of which can be processed and recycled internally (either directly at the machine or via a decentralised mill). The proportion that can be recycled internally fluctuates according to the manufacturing process, see → [GRI 301-2](#).
2. **Metalworking (bending, stamping, drilling, welding, forming):** these processes primarily generate metal waste that can be recycled and reused externally. In addition, typical waste from metal processing – such as lubricating oils, machine oils and emulsions – are produced.
3. **Ceramic production:** this process generates the largest volume of waste in terms of weight. The waste mainly comprises fired ceramic scrap, mineral sludge (from waste water treatment), and plaster (from used ceramic moulds). As well as minimising the volume of waste through efficient, stable process management, ways of recycling waste internally or externally are also being explored. Trials are under way to examine the possibility of grinding fired ceramic scrap externally and then feeding it back into the production process. As far as external recycling is concerned, fired ceramic scrap can be recycled for use in tile production or road building. A further option is to replace conventional plaster casting systems with modern high-pressure casting systems, as was the case in Kolo (PL) and Slavuta (UA) in the reporting year. This serves to increase efficiency, improve ergonomics and reduce raw material consumption and plaster waste. Moreover, in 2021, 7,200 tonnes of plaster (previous year 6,700 tonnes) were delivered to the cement industry as a by-product for further use, which reduced the amount of waste sent to landfill accordingly.

Geberit also aims to minimise the volume of packaging waste for customers, see → [GRI 301-3](#).

Construction site waste is waste that is generated during the installation and processing of products. Apart from product packaging, this typically includes pipe sections that remain after drinking water and waste water pipes have been assembled, protective caps on fittings and pipes that have to be removed prior to assembly, pressing indicators that fall off when the fittings are pressed, various protective components that are removed after tiling is completed, and sections of GIS profiles or plaster panels left over after a prewall has been installed. This waste is disposed of either by the plumber or by local waste management at the construction site. Since 2021, as part of the roll-out of the new Geberit FlowFit supply system, Geberit has also been offering the possibility of returning protective caps from drinking water fittings and pipes to a Geberit recycling partner. New protective caps or other products can then be made from this waste depending on how clean it is.

Only small quantities of waste are produced during the use phase of Geberit products. This is because Geberit products have a very long service life, the majority of them require little maintenance, and they can be repaired easily in the event of a problem. They are also easy to clean, which means less cleaning work for end users and reduces the amount of cleaning agents used. Waste includes used active carbon filters, batteries, seals and defective components. Geberit has a very large selection of spare parts offering a high degree of backwards compatibility, with availability

of up to 25 years for a significant proportion of the product range. This ensures the durability and functionality of the products while simultaneously saving resources.

Waste is also produced when a sanitary installation or bathroom is renovated or dismantled. Since Geberit products can have a service life of up to 50 years, they will often be dirty or blocked with limescale upon removal (e.g. WC ceramic appliances, waste water and drinking water pipes) or may be connected to other parts of a building (e.g. a tiled prewall or waste water systems embedded in concrete). This makes the products more difficult to recycle. The obligation to take back used electrical equipment such as tools, electronic washbasin taps and control systems, shower toilets and other electronic components is regulated by the WEEE Directive (Waste Electrical and Electronic Equipment). As part of the eco-design initiative, Geberit also ensures that its products are easy to sort and recycle, and that product materials are clearly labelled.

### **Volume of waste (GRI 306-3, GRI 306-4, GRI 306-5)**

The total volume of waste (including recycling) amounted to 74,989 tonnes in 2021 (previous year 73,969 tonnes). 16.0% of the waste was disposed of, while 84.0% (previous year 81.7%) was recycled externally. The total amount includes 1,259 tonnes (previous year 1,263 tonnes) of hazardous waste, of which 46.5% (previous year 59%) was disposed of by incineration and 53.5% (previous year 41%) was able to be recycled.

The reduction and safe handling of waste is promoted at the plants within the scope of environmental management according to ISO 14001. At Geberit, all waste is disposed of and recycled by licensed disposal companies and inspected as part of external audits.

Key figures concerning waste by category are provided at [→ Key figures sustainability > Environment](#).

## **Environmental compliance (GRI 307)**

### **Management approach environmental compliance**

In its [→ Code of Conduct](#), Geberit states that it will limit the environmental impact of its business activities to a minimum. This calls for consistent compliance with all applicable laws, internationally recognised guidelines and industry standards. With many of the initiatives that it implements, Geberit goes above and beyond legal and official requirements. Reviewing and ensuring compliance with the law is a mandatory element of ISO 14001 certification (environment); as of 2020, this process was simplified with the roll-out of a new EHS (environment, occupational health and safety) compliance tool in logistics and the production plants in Switzerland, Poland and Ukraine. Monitoring is also part of the annual Group-wide survey on compliance with the Code of Conduct at all companies, see [→ GRI 419](#).



### **Sanctions due to non-compliance with environmental laws and regulations (GRI 307-1)**

There were no sanctions due to non-compliance with environmental laws and regulations in the reporting year.

# 10. Profit

## 10.1 Products and innovation

### Product management and innovation

Management approach product management and innovation

Sustainable products play a pivotal role for Geberit in generating added value for customers and society and for contributing to sustainable development as set out by the UN Sustainable Development Goals. Geberit's innovative strength, which is above average for the sector, is founded on its own, wide-ranging research and development (R&D) activities. In the reporting year, Geberit applied for 37 patents, which is above the long-term average. Every year, around CHF 75 million is invested in the development and improvement of products, processes and technologies, not to mention investments in tools and equipment for the manufacture of newly developed products. The scientists and engineers at Geberit have the very latest technologies and infrastructures at their disposal for their development projects, and these are modernised and expanded on an ongoing basis. The existing 3D printing capacities for this purpose, which are probably unique in the industry, were added to with a silicone printing unit. A total of around 18,000 components for prototypes were manufactured using the 3D printing process in the reporting year.

With its wide range of products in front of and behind the wall, Geberit spans the entire flow of water within a building and helps to optimise significant aspects of the system as a whole, such as water and energy consumption or sound insulation. In addition to its quality, durability and high degree of water and resource efficiency, the Geberit product range also impresses with its good environmental compatibility and recyclability. The basis for sustainable products is a systematic innovation process in which the most environmentally friendly materials and functional principles possible are chosen, risks are minimised and a high level of resource efficiency is targeted for the production process as well as the product itself.

For an overview of product development topics, see [→ Business Report > Business and financial review > Financial Year 2021 > Innovation](#). For an overview of new products, see [→ New products](#).

Geberit regards eco-design as the key to environmentally friendly products. The aim is to develop and optimise products in such a way that each new product adds value in ecological terms, either because material, water or energy have been saved, the products can be recycled more easily, or because less CO<sub>2</sub> is emitted during production. Eco-design has been an integral part of the development process since 2007. Employees from different disciplines take part in eco-design workshops so that each new product outperforms its predecessor in environmental aspects. More than 170 eco-design workshops have already been held as part of the development process for new products. The workshops involve systematic product analysis that covers the entire life cycle, a review of legal requirements and an analysis of competing products. In addition, they ensure that

environmentally relevant data is collected and made available for later use, something which is of particular benefit to digital planning using BIM (Building Information Modelling). Based on the findings of these eco-design workshops, new solutions are developed and, where fit for purpose, adopted into the specifications for that product.

Specially created product life cycle assessments are important decision-making tools for the development process and provide arguments for the use of resource-efficient products. The environmental product declarations (EPDs) in accordance with the European standard EN 15804 are also important and can also be used directly for sustainable building standards such as LEED. These show relevant, comparable and verified environmental data on products in a transparent manner. Environmental product declarations have been created for the following products: AquaClean Mera and Sela shower toilets, Piave, Brenta as well as type 185 and type 186 electronic washbasin taps, urinal systems, sanitary ceramics, PE, Silent-db20, Silent-PP and Silent Pro drainage pipes, as well as FlowFit and Mapress Stainless Steel drinking water pipes and fittings. This means that products with an EPD now account for 23% (previous year 20%) of Group sales.

The biggest environmental contribution by Geberit products lies in the conservation of water. An analysis of the entire value chain in the form of a water footprint shows that nearly 100% of water consumption is attributable to the product use phase.

Geberit also advocates the economical use of water beyond processes and products. In 2017, Geberit contributed to the establishment of the European Bathroom Forum (EBF). One of the first tasks was the launch of a new European water label as a voluntary and flexible instrument to support customers in the selection of resource-efficient products. This aims to help achieve the EU targets for resource efficiency.

The environmental impacts of Geberit's products are improved continually through the consistent application of eco-design principles in product development. Current examples that make a particular contribution to reducing environmental impact or CO<sub>2</sub> emissions are as follows:

- Further roll-out of the Geberit iCon toilet range with Rimfree Plus technology and new flush valve type 212, with optimal setting of the flush volume and flush performance with minimal water consumption.
- Geberit ONE. This comprehensive solution combines Geberit's know-how in sanitary technology and design expertise, offering optimal flush performance and flush volumes of 4/2 litres.
- Constant expansion of the range of rimless WC pans helps to simplify cleaning and cut down on cleaning agents.
- New fill and flush valves for floor-standing WCs in the Nordic markets, with flush volumes of 4/2 litres and the share of plastic regranulate used exceeding 50%. A total of around 1,000 tonnes of CO<sub>2</sub> a year can be saved here.
- Thanks to an intelligent redesign, the fill valve type 333 for cisterns is both flow-optimised and very quiet. It uses 11% less materials in the manufacturing process, with around 20% of the plastic in the valve made up of regranulate.

- The new Geberit FlowFit flow-optimised piping system for drinking water and heating applications is ergonomically optimised and made of halogen-free materials. Geberit also offers a system for returning used protective caps and pressing indicators.

## Quality

Management approach quality

See → [GRI 416](#).

## Product compliance

Management approach product compliance

See → [GRI 416](#) and → [GRI 417](#).

# 10.2 Operations

## Procurement

Supply chain (GRI 102-9)

Geberit's production processes entail a high in-house production depth, i.e. it largely purchases raw materials and semi-finished products with a high share of raw materials. As such, material costs constitute a relatively low share of Geberit's net sales.

The raw materials and semi-finished products procured by Geberit primarily come from suppliers in Western Europe (81.9% of procurement value). The share of the procurement volume from Eastern Europe amounts to 7.2%, that from Asia 9.6%, from America 1.0% and from Africa 0.3%. Owing to the high level of vertical integration as well as the very high share of Western European suppliers, the general risk profile of the supply chain is relatively low.

In 2021, Geberit procured raw materials (30.0%), semi-finished products (42.5%), and finished products (27.5%) with a procurement value of CHF 1,061.3 million (previous year CHF 798 million) from 1,783 direct suppliers around the globe.

As Geberit neither directly imports nor processes conflict minerals (tin, tantalum, tungsten, gold), it is not deemed to be an "importer" within the meaning of EU Regulation 2017/821. If products containing such metals are shipped to the USA, the provisions of the Dodd–Frank Act (Sec. 1502) apply.

Management approach procurement

Corporate Purchasing is responsible for procurement in all production plants worldwide (except the USA) and manages the procurement organisation through a team of lead buyers who are strategically responsible for various material groups. Various changes within Geberit's operating environment mean that demands on procurement are constantly increasing. As a result, Geberit has drafted a new procurement strategy that aims to holistically assess its suppliers ("total value of ownership"),

including sustainability aspects. In addition, new laws concerning responsible procurement have been developed – especially in Switzerland and Germany – resulting in binding reporting and due diligence obligations for companies with regard to their supply chains. Geberit is closely monitoring these developments and considers itself well equipped thanks to its existing approach. In 2022, both the current laws and new legislation on supply chains across Europe are to be analysed in detail, with appropriate measures derived where necessary. In addition to this risk-based approach, the aim going forward is to work more intensively with suppliers in the areas of sustainability and CO<sub>2</sub> reduction.

Geberit's suppliers are obligated to maintain comprehensive standards. The basis for this cooperation is the [Code of Conduct for Suppliers](#), which is available in 15 languages and was supplemented by an Integrity Line for suppliers in 2017. The Code is guided, among other things, by the principles of the UN Global Compact, the Universal Declaration of Human Rights, and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. The Code of Conduct is binding for every supplier. These include direct suppliers of raw materials and semi-finished products for use in production, as well as indirect suppliers such as those providing services or office materials. The Code comprises specific guidelines on quality and meeting environmental, labour law and social requirements and sets out compliance with human rights. The supplier must prepare appropriate documentation in order to demonstrate – upon request by Geberit – compliance with the provisions of the Code and ensure that these papers are available for inspection at all times. Should the supplier fail to comply with the obligations set out in this Code, then measures for improvement are implemented. Failure to comply on the part of the supplier is regarded as a serious obstacle to the continuation of the business relationship. If the supplier does not correct this non-compliance, Geberit can terminate the cooperation. When evaluating suppliers, Geberit strives to achieve the greatest possible degree of transparency. All new and existing partners are thus assessed by means of standardised processes and according to the same criteria: company as a whole, quality, sustainability, price, procurement chain, delivery reliability, production and technology. As a rule, the selection of suppliers is required to include a quality audit covering clarification on environmental and occupational safety issues. Where an audit reveals inconsistencies in these criteria, an additional, in-depth audit is conducted.

Supplier management incorporates a risk management approach on environmental, occupational safety and human rights matters that is based on the assignment of suppliers to a particular risk class within a risk matrix depending on production location (country) and material group (type of production process). As such, suppliers in the highest risk category pose an increased risk both in terms of production location and type of production process. In 2017, suppliers and material groups that had been added due to the acquisition of the ceramics business were systematically assessed and included in risk management. In addition, the classification of existing material groups into certain risk categories was reviewed. Since then, the risk matrix has been updated on an annual basis. In the reporting year, 171 existing suppliers (previous year 179) were identified in the highest risk category, which corresponds to around 8% (previous year 7%) of the procurement value of Geberit.

A systematic planning and performance of audits is conducted for these suppliers. To ensure neutrality and the expertise required for the audits, Geberit also works with an external partner. This tried-and-tested procedure has been carried out for years and makes an important contribution to ensuring compliance with the duty of care in the supply chain at Geberit.

New employees in procurement also receive training in the process of sustainable procurement. Regular training of lead buyers on procurement and sustainability also takes place, plus participation in a working group of the UN Global Compact on sustainable supply chains.

For further information, see [→ Business Report > Business and financial review > Financial Year 2021 > Procurement and logistics](#).

Assessment of new suppliers based on sustainability criteria (GRI 308-1, GRI 414-1)

All new suppliers undertake to comply with the Code of Conduct for Suppliers and hence also to international standards governing environmental protection, labour practices and human rights. The Code is guided, among other things, by the principles of the UN Global Compact, the Universal Declaration of Human Rights, and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. As of the end of 2021, a total of 2,568 direct and indirect suppliers had signed the Code of Conduct. This equates to over 90% of the total procurement value.

In the Code of Conduct for Suppliers, suppliers undertake – wherever possible and appropriate – to ensure that their own suppliers and second tier suppliers also adhere to the terms of the Code. Geberit may explicitly demand of a supplier that this Code also be extended to selected second tier suppliers.

When auditing suppliers, an analysis of the most important second tier suppliers is included in the risk analysis and the audit investigations on site.

Geberit's goal is long-term, collaborative supplier management, where the relationship with the supplier is actively managed and sustainability risks in the supply chain are jointly analysed and minimised. Since 2017, an Integrity Line has therefore been available to suppliers for anonymously reporting irregularities in the procurement process or non-compliance with the Code of Conduct for Suppliers. No cases were reported in the reporting year.

Sustainability-related impacts in the supply chain (GRI 308-2, GRI 414-2)

In 2021, five third-party audits were carried out at suppliers in China. The results showed that the majority of obligations set out in the Code of Conduct for Suppliers were complied with. Appropriate corrective measures were agreed in cases of non-compliance.

## **Production**

Management approach production

See [→ Business Report > Business and financial review > Financial Year 2021 > Production](#).

## Logistics

Management approach logistics

At the end of 2021, Group logistics comprised the central logistics centre for installation and flushing systems and piping systems in Pfullendorf (DE) as well as a decentralised network of 13 European distribution sites for WC ceramic appliances and bathroom furniture.

Geberit constantly improves its logistics processes, optimises quality and productivity, and reduces the impact on the environment, see [→ Sustainability Strategy](#). Since 2015, Geberit has managed to improve the eco-efficiency of its logistics operations (environmental impact per tkm) by 31%.

It was possible to further standardise processes in ceramics logistics in the reporting year thanks to the Geberit Logistics Operation System (GLOS) – a system used for the continuous improvement of business processes. Implementation of the OneERP project – where the IT systems and processes are adjusted to the Group ERP standard – also continued successfully.

Geberit attaches great importance to central transport management in order to enable cost- and resource-optimised transport solutions. Customers generally receive orders in a single truck delivery. This not only reduces the number of empty kilometres, it also increases truck capacity utilisation and reduces CO<sub>2</sub> emissions.

Geberit does not have its own transport fleet, having outsourced this to external transport service providers. Intercompany and distribution logistics play a major part in Geberit's environmental impact, amounting to a significant proportion of the total figure. Cooperation with the transport service providers is therefore of key importance. Partners agree to actively support Geberit in its efforts to use energy and packaging material efficiently and to reduce emissions. Furthermore, the partners support Geberit by providing the data needed for the environmental reporting. Developed in 2010 and continuously expanded since then, the logistics calculator facilitates the annual capture of data on the vehicle fleet composition, transportation performance and fuel consumption of all transport service providers, as well as the preparation of the eco-balance.

In the reporting year, logistics at Geberit was faced with major challenges due to the COVID-19 pandemic as well as the large increase in volume. Thanks to the outstanding commitment and flexibility of the employees, it was nonetheless largely possible to ensure delivery capability and product availability around the world.

For further information, see [→ Business Report > Business and financial review > Financial Year 2021 > Procurement and logistics](#). For information on the eco-balance of logistics, see [→ GRI 302-2](#).

## 10.3 Economic Performance

### Economic performance (GRI 201)

Management approach economic performance

As a key objective of the company, the economic performance of the Geberit Group is under the strategic control of the Board of Directors and the operational management of the Group Executive Board.

How Geberit implements integrated sustainability and thus creates value is shown in a [→ separate graphic](#). The vision of achieving sustained improvement in the quality of people's lives with innovative sanitary products represents the starting point. To bring this vision to fruition, Geberit continuously refines its products, systems and services and sets new standards as a market leader in the area of sanitary products. Values such as integrity, team spirit, enthusiasm, modesty and an ability to embrace change are core factors. The long-term core strategy is based on four pillars: Focus on sanitary products, Commitment to design and innovation, Selective geographic expansion and Continuous optimisation of business processes. This strategy is implemented on the basis of six growth and earnings drivers. The sustainability strategy supplements the core strategy and the growth and earnings drivers with twelve concrete modules. These modules strengthen the business model and the added value for various stakeholders in the areas People, Planet and Profit in a targeted manner. The results of Geberit's activities show the diverse added value in the three dimensions of sustainability. At the same time, the results contribute to the UN Sustainable Development Goals (SDGs) set out in the 2030 Agenda for Sustainable Development (see [→ SDG Reporting](#)). Goal number 6 – "Clean Water and Sanitation" – and goal number 11 – "Sustainable Cities and Communities" – are a key focus for Geberit. However, significant contributions are also made when it comes to "Decent Work and Economic Growth" (goal number 8) and "Industry, Innovation and Infrastructure" (goal number 9).

For detailed explanations of the four strategic pillars and the medium-term goals, see [→ Business Report > Business and financial review > Strategy and goals](#). For a description of the economic position of the Geberit Group, see [→ Business Report > Business and financial review > Financial Year 2021 > Market environment](#).

Value added and its distribution (GRI 201-1)

Significant indicators for the creation and distribution of value in accordance with the GRI requirements can be found in the financial report.

Direct Economic Value Added:

- Net sales and operating profit, see [→ Financials > Consolidated financial statements Geberit Group > Statements of cashflows](#).



Economic Values Passed On:

- Operating expenses excluding personnel expenses, see → [Financials > Consolidated financial statements Geberit Group > Income statements](#).
- Personnel expenses, see → [Key figures sustainability > Employees and society](#).
- Payments to providers of capital, see → [Financials > Consolidated financial statements Geberit Group > Statements of cashflows](#).
- Social engagement, see → [Chapter 8.2 Society > Social responsibility](#).

Retained Economic Values:

- Investments in and divestments of property, see → [Financials > Consolidated financial statements Geberit Group > Statements of cashflows](#).
- Share buyback, see → [Financials > Consolidated financial statements Geberit Group > Notes > Note 22](#).

Opportunities and risks due to climate change (GRI 201-2)

One of the visible effects of climate change is the limited local availability of water resources in many places. In the risk analyses conducted periodically by the World Economic Forum (WEF) and published in its Global Risk Report 2022, water scarcity (a central topic in the context of scarcity of natural resources) was classified as one of the ten highest risks in terms of impact over the next ten years. This trend has an influence on the development of sanitary technology. Water-saving, resource-efficient products will become increasingly important. Geberit is taking advantage of the opportunity to meet the growing worldwide demand for water-saving products and to contribute towards the diligent handling of water, thus making a name for itself as a leader in sustainability. Products classified as special water-saving products already make a substantial contribution to Group sales.

According to TCFD guidelines, a distinction is made between physical risks and transition risks.

Physical risks include extreme weather events as well as the longer-term, local effects of climate change that can include rising average temperatures, a rise in sea levels, drought, flooding, and landslides. This may result in damage to property and infrastructure or adversely affect logistics operations, or cause disruptions in the supply chain. Rising average temperatures and an increase in the number of hot days lead to increased energy demand for the cooling of machines, processes and workplaces during the summer months, as well as to a reduction in energy demand for heating buildings in the winter. Rising sea levels could lead to a need for protective measures at production sites with direct access to the sea (e.g. Gaeta (IT) and Ekenäs (FI)). Prolonged periods of drought can have a negative impact on the availability and quality of water needed for ceramics production, resulting in added expenditure for water treatment and thus additional costs. Overall, the financial impact of physical risks at Geberit are rated as moderate.

Transition risks arise from new legal, economic and technological trends and framework conditions triggered by climate change. Changes in environmental protection laws and tighter regulations may lead to an increase in CO<sub>2</sub> taxes on fuels and combustibles, as well as to stricter requirements

concerning energy efficiency and the use of renewable energy sources. This would have a significant impact on energy costs, particularly at the ten ceramics plants in Europe. The trend towards a circular economy is also leading to increasing demands on the reuse and recycling of products and building materials. This could have a significant impact not only on production facilities, but also on the product portfolio. Societal impacts, notably the changing expectations of customers, investors and employees towards sustainable, low-carbon products and services, also give rise to risks. Geberit rates the financial impact of transition risks also as moderate. However, the trends addressed above also harbour opportunities for Geberit to achieve a competitive advantage as a market leader in sustainable sanitary products. Geberit regularly reviews and assesses material physical risks and transition risks and their financial significance for the company.

Overall, Geberit sees far more opportunities in climate change than it does risks. Stricter environmental rules and regulations and greater environmental awareness among customers are creating additional demand for products that conserve water, energy and resources. Stricter regulations and requirements governing water consumption and water quality – which could result from water scarcity due to climate change – may increase demand for Geberit products, as the company offers globally leading system solutions in this area.

As far as corporate risks are concerned, the Audit Committee of the Board of Directors introduced a comprehensive system for the monitoring and management of the risks associated with the company's business activities, including environmental and climate risks, see [→ Financials > Consolidated financial statements Geberit Group > Notes > Note 4](#).

#### Benefit plan obligations (GRI 201-3)

The Geberit Group sponsors defined benefit plans for its employees in Switzerland and the USA, amongst others. For further details on pension and benefit plans, see [→ Financials > Consolidated financial statements Geberit Group > Notes > Note 3](#) and [→ Financials > Consolidated financial statements Geberit Group > Notes > Note 17](#).

#### Financial assistance received from government (GRI 201-4)

Assistance received from the public sector includes:

- Income taxes, see [→ Financials > Consolidated financial statements Geberit Group > Notes > Note 25](#).
- Investment subsidies to promote the respective business location and secure jobs: CHF 0.1 million (previous year CHF 0.3 million)
- Contributions received to support training and part-time employment prior to retirement: CHF 0.5 million (previous year CHF 0.5 million)
- Various other subsidies: CHF 0.1 million (previous year CHF 0.1 million)

The public sector is not represented on the Board of Directors of the Geberit Group.

## Socioeconomic compliance (GRI 419)

Management approach socioeconomic compliance

The → [Geberit Code of Conduct](#) describes the basic principles that have to be met in order for Geberit to be an exemplary, reliable and fair business partner and employer. The → [Geberit Compass](#), a key compliance element, describes the cornerstones of the corporate culture, namely the joint mission, the shared values, the operational principles and the success factors to be considered by all employees. The Geberit Compass was presented and explained in the Group-wide employee magazine, which is published in six languages.

In order to guarantee compliance with the requirements of the Code of Conduct, Geberit has established an effective compliance system that focuses on the following key topics: antitrust legislation, corruption, data privacy, product liability, fundamental employee rights, and environment, health and safety. In practice, the system comprises various elements such as guidelines, continuous training, job orientation for new employees, eLearning campaigns, info circulars, compliance-related audits, annual reporting on the Code of Conduct and the Geberit Integrity Line – a whistleblower hotline for employees. A separate Integrity Line has been available for suppliers since 2017. In addition, training concepts and tools were developed further and professionalised in the reporting year, a focal point being antitrust legislation and data privacy.

As only very few companies work with agents, there is no significant risk exposure in this area. Nevertheless, a → [Code of Conduct for business partners](#) was drawn up in 2016 based on the Geberit Code of Conduct and communicated to the agents by the managing directors of the local sales companies.

Corporate Legal Services is responsible for implementing the compliance topics of antitrust legislation, corruption, product liability and data protection, while Corporate Human Resources is responsible for employee rights, and environmental protection falls under the remit of Sustainability and Process Management.

As part of the annual reporting on the Code of Conduct for Employees, compliance with the requirements set out there is subject to controls. All companies receive over 60 questions on the above-mentioned key topics. In addition, on-site audits are performed by the Internal Audit Department and corrective measures taken in the event of misconduct. The audits also comprise special interviews with the managing directors of the individual companies on the topics mentioned in the Code of Conduct. The respective information is verified. The findings from the survey and audits form the basis for the annual Compliance Report submitted to the Board of Directors and the Group Executive Board, and are published in the annual report.

KPMG also carried out a comprehensive external audit of the compliance organisation, focusing on antitrust legislation, corruption, sustainability, employee rights and product liability, with good results achieved overall.

With respect to measures and objectives in the Code of Conduct, see also → [Sustainability strategy](#).

### Sanctions due to non-compliance (GRI 419-1)

In the reporting year, non-material fines were imposed on one company for a minor infringement of tax regulations.

## 10.4 Customers

### Customer relations

Management approach customer relations

Geberit provides its customers – notably plumbers and sanitary engineers – with a wide, proven range of training courses. In the reporting year, some 36,000 professionals were provided with education and further training on Geberit products, tools, software tools and installation skills at 30 Geberit Information Centres in Europe and overseas. This more or less corresponds to the number of participants recorded before the pandemic. At the same time, local events and counter days were organised in numerous markets – often together with wholesalers – to train craftsmen on new products. More than 38,000 customers took part in such events. The normalisation in face-to-face training and the personal transfer of know-how and expertise resulted in a decline in the number of web-based seminars and training sessions, with a total of 29,000 participants.

Geberit's product portfolio comprises around 60,000 articles, a range that calls for extensive know-how on the procurement, assembly and functionality of each product. This knowledge is essential in order to hone the specialist skills of the employees and prepare them for the challenges posed by the market, as well as to stand out as a company with qualified specialist personnel. In order to ensure that this know-how is kept up-to-date, Geberit has developed the Geberit Campus – an international learning platform for employees that can be used in every market. The Campus enables Geberit to centrally collect and provide know-how. Furthermore, interactive eLearning courses are offered, as well as seminars at the Geberit Information Centres. Geberit products and areas of expertise such as fire protection and sound insulation are focal points of knowledge transfer. For further information, see [→ Business Report > Business and financial review > Financial Year 2021 > Customers.](#)

### Customer health and safety (GRI 416)

Management approach customer health and safety

For Geberit, high quality standards mean fulfilling customers' requirements in terms of functionality, reliability and application safety to the greatest possible extent. Corporate Product Quality is responsible for ensuring that suitable framework conditions promote a quality culture throughout the company, and that all employees act in a quality-conscious and independent manner.

Products undergo a defined quality assurance process from the first draft. Product Development is responsible for ensuring that the products developed are safe and user-friendly, and that they comply with all standards and statutory requirements. As an independent department, Product Quality is responsible for defining, arranging and monitoring all necessary inspections to ensure that these requirements are met. A clear organisational distinction is drawn between Product Development and Product Quality. In addition, many products are also examined by external authorisation bodies.

Following market launch, an efficient handling of complaints with integrated error analysis, the initiation of sustained corrective measures and the continuous development of concepts for customer support takes place in cooperation with Sales, Production and Development. Geberit has achieved a high standard in the processing of complaints, and reacts directly and in a solution-oriented manner in each individual case.

Product Development and Product Quality are equally responsible for customer health and safety.

Conducted health and safety assessments (GRI 416-1)

Generally speaking, Geberit products and services involve low risks for customers in terms of health and safety. Geberit nevertheless adopts a preventive approach within the scope of its comprehensive quality planning in order to test and ensure the health and safety requirements of all products from development to certification, through manufacture and storage, to installation, use and disposal. Eco-design workshops are held in the course of product development in order to optimise the use of suitable and ecological materials. If products or their use result in an increased risk to health or safety, Geberit's technical editorial staff ensures that this is communicated appropriately to customers, see → [GRI 417](#).

Non-compliance with health and safety requirements (GRI 416-2)

Throughout the Group, there were no court judgements or warnings against Geberit in the reporting period involving contraventions of regulations on the health and safety of products and services or product and service information. Furthermore, no sanctions were imposed in connection with Geberit products and services due to non-compliance with product liability regulations.

## **Marketing and product labelling (GRI 417)**

Management approach marketing and product labelling

Most of Geberit's marketing activities continued to target plumbers and planning offices. Besides new or revamped digital tools, proven measures were continued – such as customer visits, training, and the publication of regularly updated technical documents, catalogues, brochures and magazines. Geberit is constantly increasing its activities in the area of Building Information Modelling (BIM), an interdisciplinary planning method that helps to optimise the entire planning and building process while enabling architects, sanitary engineers, building owners and building material manufacturers to share information efficiently, see → [Digitalisation/BIM](#).

Corporate Marketing is responsible for the labelling of products and services. Conveying product and application information in accordance with laws, standards and target groups is one of the main tasks of the Technical Documentation department that forms part of Corporate Marketing. A comprehensive portfolio of various document types and publication channels is available for this purpose. In the area of assembly and installation, Geberit focuses on multicultural and generally understandable images comprising detailed illustrations and guiding symbols. On top of this, more far-reaching information is provided for the plumber, architect and engineer target groups via various handbooks and skills brochures. In addition, product and safety data sheets are available for all products and target groups.

The end user target group is becoming increasingly important in the conveying of product information, as Geberit is addressing end users directly with more and more products. Geberit ensures safe handling and correct labelling by means of detailed operating documentation based on the prevailing standards and laws.

#### Requirements for product information and labelling (GRI 417-1)

Products involving the use of electricity, gas or dangerous substances – or those containing such substances – need to be appropriately labelled in accordance with the prevailing standards and laws. This includes providing information about the target group and its qualifications as well as the intended use and the existence of substances subject to labelling requirements. The distributor/supplier must publish this information in a national language of the target market in accordance with the prevailing laws and regulations. Whenever possible, plastic components must feature material labelling in order to facilitate recycling. In order to meet the increased demand for digitally available data, a medium- to long-term goal is the creation of a “material passport” for each individual product. This contains information on the product materials used and the associated ecological footprint.

Geberit has joined forces with the European Bathroom Forum (EBF) to work on a European water label that can be used for a wide range of sanitary products. This is an all-encompassing, voluntary and flexible instrument launched by the sanitary industry to support EU targets on resource efficiency. Moreover, 95% of bathroom furniture of the Geberit brand is FSC™ certified (FSC-C134279).

#### Non-compliance with product information and labelling requirements (GRI 417-2)

One case of incorrect labelling came to light in the reporting year, and this was corrected.

#### Non-compliance with marketing communications requirements (GRI 417-3)

In the reporting year, there were no relevant violations of marketing communications requirements.

## Digitalisation/BIM

Management approach digitalisation/BIM

A significant share of the company's varied marketing activities is targeted at plumbers and sanitary engineers. This especially applies to the ongoing, personalised and frequently project-related support given to installation companies and planning offices by Geberit sales representatives. Digital tools are playing an increasingly important role here. As part of the digitalisation initiative, a dedicated team at Group level and in selected test markets is involved in developing and launching digital tools that are tailored to the different needs of the respective target groups.

In order to respond to the needs of end users as effectively as possible, various digital tools were launched and further developed. An "inspiration tool" for end users is in use in 15 markets in Europe. A 3D planning tool is also available, providing a precise and realistic platform for end users to design their future bathroom. Meanwhile, a new CRM system introduced in all main markets allows Geberit to tailor its offer to the requirements of prospective end users who are interested in sanitary products. Potential customers are made aware of Geberit's websites through a campaign in digital media, where they can then find inspirations, information and digital tools.

Geberit's → [online catalogue](#) has been set up on an extremely high-performance platform. Information relating to products and spare parts is available from a single source and can be displayed on various devices. Information searches are intuitive, also enabling easy navigation on mobile devices at the construction site.

Geberit provides the → [Geberit ProPlanner](#) tool to offer even better support to architects, sanitary engineers and plumbers when planning and configuring bathrooms. It is used to assist the specialists in selecting the right products for a customer-specific project, from the installation and sanitary technology all the way through to the various bathroom products. Another tool designed for everyday use is the → [Geberit Pro app](#) for craftsmen. This offers sanitary professionals support when it comes to the correct installation of Geberit products.

Building Information Modelling (BIM) is an interdisciplinary planning method that aims to optimise the entire planning and building process, while enabling architects, sanitary engineers, building material manufacturers and building owners to share information efficiently. This helps them to avoid planning errors and improve productivity. For a number of years now, Geberit has been providing BIM users with support in the form of product data and calculation modules. In 2021, the provision of BIM data for the relevant Geberit product range was completed. 2021 also saw the BIM catalogue and the calculation tools for Pluvia and GIS/Duofix integrated into a single plug-in for the Autodesk Revit<sup>®</sup> planning software, which enables direct access to compact 3D models and corresponding planning parameters that are always kept up to date. The plug-in is now available worldwide and is being used by more than 6,500 planning and engineering companies.

To be able to support wholesalers to the greatest possible extent in the structured processing and efficient use of product information, the corresponding data has been adapted to meet ETIM 7 (Electro-Technical Information Model) standards. This meant the product data for more than 29,000 items had to be extended.

In spite of the restrictions in place due to the pandemic, it was possible to provide around 36,000 professionals with face-to-face training on products, tools, software tools and installation skills at the 30 Geberit Information Centres in Europe and overseas during the reporting year. This more or less corresponds to the number of participants recorded before the pandemic. At the same time, local events and counter days were organised in numerous markets – often together with wholesalers – to train craftsmen on new products. More than 38,000 customers took part in such events. The normalisation in face-to-face training and the personal transfer of know-how and expertise resulted in a decline in the number of web-based seminars and training sessions, with a total of 29,000 participants. Nevertheless, webinars and eLearning courses that take place over the Internet now occupy a firm and important place in Geberit's training offer.

With trade fairs held only virtually or cancelled altogether in the first half of 2021 due to COVID-19, Geberit opted to further refine its virtual showroom concept, reaching around 24,000 users in the process. Between March and April 2021, Geberit staged its → [Geberit Innovation Days](#) for the first time. Around 10,000 building system experts and construction professionals from over 40 countries registered for one or more of the themed local online events.

### **Data protection (GRI 418)**

Management approach data protection

With the EU's General Data Protection Regulation (GDPR) coming into force, data protection has become an even more important issue for Geberit. It was incorporated into the Geberit Compliance System in 2019, and the data protection processes and tools were expanded and optimised during implementation of the GDPR, which was concluded in the reporting year. In addition, comprehensive training activities were organised and Geberit's data-protection compliance organisation was audited externally.

Complaints concerning violations of customer data privacy (GRI 418-1)

In the reporting year, there were no known complaints concerning violations of customer data privacy.



Sustainability

# Key figures sustainability

# Key figures environment

## Environmental impact

	2021 UBP	2020 UBP	Deviation %
Electricity	86,519	84,586	2.3
Combustibles	95,346	88,711	7.5
Fuels	12,234	12,601	-2.9
Disposal	3,054	3,539	-13.7
Solvents	1,183	1,064	11.2
Water and waste water	2,149	2,271	-5.4
<b>Total</b>	<b>200,485</b>	<b>192,772</b>	<b>4.0</b>

UBP = Ecopoints in million UBP in accordance with the Swiss Ecological Scarcity Method (version 2013)

## Material usage

	2021 Tonnes	2020 Tonnes	Deviation %
Raw material plastics	84,236	72,430	16.3
Raw material metal	74,560	68,443	8.9
Raw material mineral	174,874	159,033	10.0
Raw materials acrylic	2,452	2,480	-1.1
Other raw materials	129	112	15.1
Semi-finished products	68,376	58,957	16.0
Finished products	52,672	47,406	11.1
<b>Total</b>	<b>457,299</b>	<b>408,861</b>	<b>11.8</b>

## Energy consumption

	2021 GWh	2020 GWh	Deviation %
<b>Electricity</b>	<b>231.6</b>	<b>215.7</b>	<b>7.4</b>
<b>District heating</b>	<b>17.1</b>	<b>13.8</b>	<b>23.5</b>
<b>Combustibles</b>	<b>504.9</b>	<b>470.8</b>	<b>7.2</b>
Natural gas	423.6	393.1	7.8
Biogas	9.7	9.0	8.1
Liquified petroleum gas (LPG)	71.5	68.3	4.6
Diesel for electricity generation	0.1	0.1	10.9
Heating oil extra light	0.02	0.31	-93.8
<b>Fuels</b>	<b>22.1</b>	<b>22.8</b>	<b>-2.9</b>
<b>Total</b>	<b>775.7</b>	<b>723.1</b>	<b>7.3</b>

## Electricity mix

2021	GWh	Renewable %	Fossil %	Nuclear %	Others %
Europe	132.5	20.7	61.1	17.0	1.2
USA	5.9	9.7	70.3	19.4	0.7
China	6.1	19.1	78.9	2.1	0.0
India	2.0	16.4	81.8	1.8	0.0
Green electricity	85.1	100.0	0.0	0.0	0.0
<b>Total</b>	<b>231.6</b>	<b>49.5</b>	<b>39.5</b>	<b>10.3</b>	<b>0.7</b>

2020	GWh	Renewable %	Fossil %	Nuclear %	Others %
Europe	135.5	22.2	58.3	18.2	1.3
USA	6.3	9.6	70.3	19.4	0.7
China	4.8	19.1	78.8	2.1	0.0
India	1.5	16.4	81.8	1.8	0.0
Green electricity	67.6	100.0	0.0	0.0	0.0
<b>Total</b>	<b>215.7</b>	<b>46.1</b>	<b>41.0</b>	<b>12.1</b>	<b>0.8</b>

## CO<sub>2</sub> emissions

	2021 Tonnes	2020 Tonnes	Deviation %
<b>Scope 1</b>	<b>114,392</b>	<b>107,403</b>	<b>6.5</b>
Combustibles	108,350	101,094	7.2
Fuels	5,893	6,065	-2.8
Process emissions	149	244	-38.8
<b>Scope 2</b>	<b>102,617</b>	<b>99,150</b>	<b>3.5</b>
Electricity	102,350	98,825	3.6
District heating	267	325	-18.1
<b>Scope 1 and 2</b>	<b>217,009</b>	<b>206,553</b>	<b>5.1</b>
<b>Scope 3</b>			
Raw materials	766,368	670,192	14.4
Provision of combustibles and fuels	36,912	34,828	6.0
External logistics	77,292	61,653	25.4
Business flights	586	445	31.7
Disposal of sold products	302,451	257,661	17.4

Calculation of CO<sub>2</sub> emissions according to IPCC 2013

## Air emissions

		2021 kg	2020 kg	Deviation %
NO <sub>x</sub>	direct	50,683	47,737	6.2
	indirect	134,185	130,304	3.0
	<b>Total NO<sub>x</sub></b>	<b>184,868</b>	<b>178,041</b>	<b>3.8</b>
SO <sub>2</sub>	direct	1,326	1,319	0.5
	indirect	254,639	250,278	1.7
	<b>Total SO<sub>2</sub></b>	<b>255,965</b>	<b>251,597</b>	<b>1.7</b>
NMVOC	direct	87,077	75,138	15.9
	indirect	16,838	16,896	-0.3
	<b>Total NMVOC</b>	<b>103,915</b>	<b>92,034</b>	<b>12.9</b>
Dust (PM10)	direct	383	371	3.2
	indirect	28,480	27,342	4.2
	<b>Total dust</b>	<b>28,863</b>	<b>27,713</b>	<b>4.1</b>
CFC11 equivalents	direct	0.0	0.3	-100.0
	indirect	7.5	7.6	-2.3
	<b>Total CFC11 equivalents</b>	<b>7.5</b>	<b>7.9</b>	<b>-5.7</b>

Calculation based on Ecoinvent data version 3.1

## Water

	2021 m <sup>3</sup>	2020 m <sup>3</sup>	Deviation %
Drinking water	333,887	363,599	-8.2
Well water	380,269	387,188	-1.8
River and lake water	200,786	195,560	2.7
Rain water	10,288	6,937	48.3
<b>Total</b>	<b>925,230</b>	<b>953,284</b>	<b>-2.9</b>

## Waste water

	2021 m <sup>3</sup>	2020 m <sup>3</sup>	Deviation %
Domestic waste water	173,112	207,108	-16.4
Process water ceramic	499,667	485,460	2.9
Other waste water	13,390	17,175	-22.0
<b>Total</b>	<b>686,169</b>	<b>709,743</b>	<b>-3.3</b>

## Waste

	2021 Tonnes	2020 Tonnes	Deviation %
to incineration	1,282	1,122	14.2
to inert waste landfill	9,265	10,216	-9.3
to mixed waste landfill	843	917	-8.1
to external recycling	62,341	60,451	3.1
to hazardous waste incineration	585	742	-21.1
to hazardous waste recycling	673	521	29.3
<b>Total</b>	<b>74,989</b>	<b>73,969</b>	<b>1.4</b>

# Key figures employees and society

## Workforce

	2021	Share %	2020	Share %
Germany	3,506	29.7	3,297	28.5
Poland	1,728	14.6	1,647	14.2
Switzerland	1,505	12.7	1,454	12.6
Ukraine	590	5.0	602	5.2
Austria	584	5.0	565	4.9
Italy	536	4.5	538	4.6
China	403	3.4	495	4.3
Others	2,957	25.1	2,971	25.7
<b>Total</b>	<b>11,809</b>	<b>100.0</b>	<b>11,569</b>	<b>100.0</b>
Production	7,068	59.8	6,901	59.7
Marketing and sales	3,126	26.5	3,067	26.5
Administration	951	8.0	958	8.2
Research and development	386	3.3	381	3.3
Apprentices	278	2.4	262	2.3
<b>Total</b>	<b>11,809</b>	<b>100.0</b>	<b>11,569</b>	<b>100.0</b>
Permanent	9,847	83.4	9,797	84.7
Temporary	1,962	16.6	1,772	15.3
<b>Total</b>	<b>11,809</b>	<b>100.0</b>	<b>11,569</b>	<b>100.0</b>
Full-time	11,149	94.4	11,012	95.2
Part-time	660	5.6	557	4.8
<b>Total</b>	<b>11,809</b>	<b>100.0</b>	<b>11,569</b>	<b>100.0</b>
Management	214	1.8	213	1.8
Employees	11,595	98.2	11,356	98.2
<b>Total</b>	<b>11,809</b>	<b>100.0</b>	<b>11,569</b>	<b>100.0</b>

Information in full-time equivalents

## Diversity

as of December 31, 2021		Management	Employees	Total
		%	%	%
Proportion of female employees		11	25	24
Age structure	> 45 years	75	42	42
	30 – 45 years	25	41	41
	< 30 years	0	17	17

as of December 31, 2020		Management	Employees	Total
		%	%	%
Proportion of female employees		11	25	24
Age structure	> 45 years	75	42	42
	30 – 45 years	24	42	42
	< 30 years	1	16	16

## Fluctuation

excl. natural departures		2021	Rate	2020	Rate
			%		%
Age group	> 45 years	221	4.7	146	3.2
	30 – 45 years	378	9.1	256	6.2
	< 30 years	149	14.3	102	10.0
Gender	Male	484	6.4	381	5.1
	Female	264	11.2	123	5.4
Region	Germany	111	4.0	80	2.9
	Poland	68	5.2	59	4.7
	Switzerland	98	7.3	81	6.2
	Ukraine	94	15.6	86	14.2
	Austria	50	9.2	41	7.8
	Italy	19	4.0	12	2.5
	China	127	50.2	13	5.9
	Others	181	8.1	132	5.9
<b>Total</b>		<b>748</b>	<b>7.6</b>	<b>504</b>	<b>5.2</b>

Information in headcounts

Natural departures includes retirements

incl. natural departures		2021	Rate %	2020	Rate %
Age group	> 45 years	380	8.1	304	6.6
	30 – 45 years	381	9.2	258	6.2
	< 30 years	149	14.3	102	10.0
Gender	Male	597	7.9	505	6.8
	Female	313	13.3	159	7.0
Region	Germany	185	6.7	145	5.3
	Poland	74	5.6	69	5.5
	Switzerland	120	8.9	104	7.9
	Ukraine	94	15.6	91	15.0
	Austria	62	11.5	51	9.7
	Italy	24	5.1	15	3.1
	China	129	51.0	19	8.6
	Others	222	9.9	170	7.6
	<b>Total</b>		<b>910</b>	<b>9.2</b>	<b>664</b>

Information in headcounts

Natural departures includes retirements

## Training and education

Hours per employee	2021	2020	Deviation %
Women	10.5	16.9	-37.9
Men	11.5	15.3	-24.8
Management	11.6	11.1	4.5
Other employees	11.3	15.8	-28.0
<b>Training and education group</b>	<b>11.3</b>	<b>15.7</b>	<b>-28.0</b>



## Personnel expenses

	2021 MCHF	2020 MCHF	Deviation %
Wages and salaries	610.5	570.0	6.9
Pension contributions	45.2	42.0	7.6
Other social benefits	112.5	105.8	6.3
Other personnel expenses	44.0	31.7	38.8
<b>Total</b>	<b>812.2</b>	<b>750.4</b>	<b>8.2</b>

## Social engagement

	Unit	2021	2020	Deviation %
Donations and contributions	MCHF	4.2	4.0	5.0
Orders to social institutions	MCHF	9.7	8.5	14.1
Charitable work	Hours	1,650	450	266.7

## Health and safety

	2021	2020	Deviation %
Number of occupational accidents	160	170	-5.9
Accident frequency rate (AFR)	7.9	8.9	-11.2
Lost days due to occupational accidents	3,089	3,294	-6.3
Accident severity rate (ASR)	152.8	171.9	-11.1

Accident frequency rate (AFR) = Number of occupational accidents per million working hours performed

Accident severity rate (ASR) = Number of lost working days due to accidents per million working hours performed

### Absenteeism rate per region

	Illness	Accident	Total
	%	%	%
<b>2021</b>			
Europe	4.87	0.10	4.97
Asia	1.81	0.03	1.85
USA	2.27	0.25	2.52
Others	0.53	0.22	0.75
<b>Absenteeism rate group</b>	<b>4.61</b>	<b>0.10</b>	<b>4.71</b>

Absenteeism rate based on regular working hours

	Illness	Accident	Total
	%	%	%
<b>2020</b>			
Europe	4.82	0.12	4.94
Asia	2.19	0.01	2.19
USA	2.14	0.03	2.17
Others	0.55	0.00	0.55
<b>Absenteeism rate group</b>	<b>4.57</b>	<b>0.11</b>	<b>4.68</b>

Absenteeism rate based on regular working hours



Sustainability

# Reporting Standards

# GRI Content Index



For the Materiality Disclosures Service, GRI inspected whether the GRI Content Index is clearly presented and the references for disclosures GRI102-40 to GRI 102-49 match the corresponding parts of the report. The GRI Materiality Disclosures Service was conducted based on the german version of the report.

## Universal standards

GRI Standard/ Disclosure	Title	GRI Standard/ Disclosure	Title
GRI 101: 2016	Foundation		management
GRI 102: 2016	General Disclosures	GRI 102-24	Nomination and selection process of the board of directors
	<b>Organisational profile</b>	GRI 102-25	Processes in place for the board of directors to avoid conflicts of interest
GRI 102-1	Name of the organisation	GRI 102-26	Role of the top management and board of directors in development of guiding principles and strategies
GRI 102-2	Activities, brands, products and services	GRI 102-27	Enhancement of the top management and board of directors related know-how on economic, environmental and social issues
GRI 102-3	Location of headquarters	GRI 102-28	Processes for evaluation of the sustainability performance of the board of directors
GRI 102-4	Location of operations	GRI 102-29	Board level procedures for overseeing sustainability performance
GRI 102-5	Ownership and legal form	GRI 102-30	Effectiveness of the risk management process
GRI 102-6	Markets served	GRI 102-31	Frequency of review of impacts, risks and chances in the area of sustainability
GRI 102-7	Scale of the organisation	GRI 102-32	Review and approval of sustainability reporting
GRI 102-8	Composition of the workforce	GRI 102-33	Procedures for communicating critical concerns to the board
GRI 102-9	Supply chain	GRI 102-34	Nature and total number of critical concerns communicated to the board
GRI 102-10	Structural changes	GRI 102-35	Remuneration policies for highest governance bodies
GRI 102-11	Consideration of the precautionary approach	GRI 102-36	Processes for determining remuneration
GRI 102-12	External initiatives	GRI 102-37	Stakeholders' involvement in decisions regarding remuneration
GRI 102-13	Membership of associations	GRI 102-38	Ratio of annual remuneration paid
	<b>Strategy and analysis</b>	GRI 102-39	Ratio of percentage increase in annual remuneration paid
GRI 102-14	CEO statement on sustainability		<b>Stakeholder engagement</b>
GRI 102-15	Key impacts, risks and opportunities	GRI 102-40	Relevant stakeholder groups
	<b>Ethics and integrity</b>	GRI 102-41	Collective bargaining agreements
GRI 102-16	Values, directives, standards and codes of conduct	GRI 102-42	Identification and selection of stakeholders
GRI 102-17	Ethical advice and concerns	GRI 102-43	Approaches to stakeholder engagement
	<b>Governance</b>	GRI 102-44	Response to and dealing with key topics and concerns
GRI 102-18	Governance structure		
GRI 102-19	Delegation of authority on economic, environmental and social matters		
GRI 102-20	Responsibility for economic, environmental and social matters		
GRI 102-21	Consultation process between stakeholders and the board		
GRI 102-22	Composition of the highest governance body and its committees		
GRI 102-23	Separation of chair of board of directors and executive		

GRI Standard/ Disclosure	Title
	of stakeholders
	<b>Reporting practice</b>
GRI 102-45	Basis of consolidation
GRI 102-46	Report content and topic boundaries
GRI 102-47	List of material topics
GRI 102-48	Restatements of information
GRI 102-49	Changes in reporting
GRI 102-50	Reporting period

GRI Standard/ Disclosure	Title
GRI 102-51	Date of most recent report
GRI 102-52	Reporting cycle
GRI 102-53	Contact point for questions regarding the report
GRI 102-54	Compliance with GRI Standards
GRI 102-55	GRI content index
GRI 102-56	External assurance

## Topic-specific standards

### People

GRI Standard/ Disclosure	Title
<b>GRI 401: 2016</b>	<b>Employment</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
401-1	Employee fluctuation
401-2	Benefits provided to full-time employees
401-3	Parental leave
<b>GRI 403: 2018</b>	<b>Occupational health and safety</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
403-1	Occupational health and safety management system
403-2	Hazard identification, risk assessment, and incident investigation
403-3	Occupational health services
403-4	Worker participation, consultation, and communication on occupational health and safety
403-5	Worker training on occupational health and safety
403-6	Promotion of worker health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
403-8	Workers covered by an occupational health and safety management system
403-9	Work-related injuries
403-10	Work-related illness
<b>GRI 404: 2016</b>	<b>Training and education</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
404-1	Scope of training and education

GRI Standard/ Disclosure	Title
404-2	Programmes for skills management and lifelong learning
404-3	Performance evaluation and career planning
<b>GRI 405: 2016</b>	<b>Diversity and equal opportunity</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
405-1	Diversity of governance bodies and employees
405-2	Ration of remuneration between women and men
<b>GRI 406: 2016</b>	<b>Non-discrimination</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
406-1	Cases of discrimination
<b>GRI 407: 2016</b>	<b>Freedom of association and collective bargaining</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
407-1	Non-compliance with the right of freedom of association and collective bargaining
<b>GRI 205: 2016</b>	<b>Anti-corruption</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
205-1	Operations subjected to reviews on the risk of corruption
205-2	Communication and training on anti-corruption
205-3	Incidents of corruption
<b>GRI 206: 2016</b>	<b>Anti-competitive behaviour</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
206-1	Legal proceedings due to the anti-competitive behaviour
<b>GRI 202: 2016</b>	<b>Market presence</b>

GRI Standard/ Disclosure	Title
GRI 103: 2016 103-1/103-2/103-3	Management approach
202-1	Ration of standard entry level wage compared to local minimum wage
202-2	Procedures for local hiring of management
<b>GRI 203: 2016</b>	<b>Indirect economic impacts</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
203-1	Infrastructure investments and services supported
203-2	Significant indirect economic impacts
<b>GRI 408: 2016</b>	<b>Child labour</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
408-1	Cases of child labour
<b>GRI 409: 2016</b>	<b>Forced or compulsory labour</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
409-1	Cases of forced or compulsory labour
<b>GRI 412: 2016</b>	<b>Human rights assessment</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
412-1	Assessment of operations regarding human rights risks
412-2	Employee training on human rights
412-3	Human rights criteria in investments and contract agreements
	<b>Social responsibility</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach

**Planet**

GRI Standard/ Disclosure	Title
<b>GRI 301: 2016</b>	<b>Materials</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
301-1	Materials used
301-2	Percentage of recycled material
301-3	Reuse of products and packaging materials
<b>GRI 302: 2016</b>	<b>Energy</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
302-1	Energy consumption within the organisation
302-2	Energy consumption outside of the organisation

GRI Standard/ Disclosure	Title
302-3	Energy intensity
302-4	Energy saved
302-5	Reductions in energy requirements of products and services
<b>GRI 303: 2018</b>	<b>Water and effluents</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
303-1	Water withdrawal and water consumption
303-2	Handling of waste water
303-3	Handling and use of water
303-4	Waste water
303-5	Handling and use of water
<b>GRI 305: 2016</b>	<b>Emissions</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
305-1	Direct greenhouse gas emissions (Scope 1)
305-2	Indirect, energy-related greenhouse emissions (Scope 2)
305-3	Other indirect greenhouse gas emissions (Scope 3)
305-4	Intensity of greenhouse gas emissions
305-5	Reduction of greenhouse gas emissions
305-6	Emissions of ozone-depleting substances
305-7	Nitrogen oxides (NO <sub>x</sub> ), sulphur oxides (SO <sub>x</sub> ) and other air emissions
<b>GRI 306: 2020</b>	<b>Waste</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
306-1	Waste generation and significant waste-related impacts
306-2	Management of significant waste-related impacts
306-3	Waste generated
306-4	Waste diverted from disposal
306-5	Waste directed to disposal
<b>GRI 307: 2016</b>	<b>Environmental compliance</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach
307-1	Sanctions due to non-compliance with environmental laws and regulations

**Profit**

GRI Standard/ Disclosure	Title
	<b>Product management and innovation</b>
GRI 103: 2016	Management approach

GRI Standard/ Disclosure	Title	GRI Standard/ Disclosure	Title
103-1/103-2/103-3		201-3	Benefit plan obligations
	<b>Quality</b>	201-4	Financial assistance received from government
GRI 103: 2016 103-1/103-2/103-3	Management approach	<b>GRI 419: 2016</b>	<b>Socioeconomic compliance</b>
	<b>Product compliance</b>	GRI 103: 2016 103-1/103-2/103-3	Management approach
GRI 103: 2016 103-1/103-2/103-3	Management approach	419-1	Sanctions due to non-compliance
	<b>Sanctions due to non-compliance with product liability regulations</b>		<b>Customer relations</b>
	<b>Procurement</b>	GRI 103: 2016 103-1/103-2/103-3	Management approach
<b>GRI 308: 2016</b>	<b>Supplier environmental assessment</b>	<b>GRI 416: 2016</b>	<b>Customer health and safety</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach	GRI 103: 2016 103-1/103-2/103-3	Management approach
308-1	Assessment of new suppliers based on sustainability criteria	416-1	Conducted health and safety assessments
308-2	Sustainability-related impacts in the supply chain	416-2	Non-compliance with health and safety requirements
<b>GRI 414: 2016</b>	<b>Supplier social assessment</b>	<b>GRI 417: 2016</b>	<b>Marketing and labelling</b>
GRI 103: 2016 103-1/103-2/103-3	Management approach	GRI 103: 2016 103-1/103-2/103-3	Management approach
414-1	Assessment of new suppliers based on sustainability criteria	417-1	Requirements for product information and labelling
414-2	Sustainability-related impacts in the supply chain	417-2	Non-compliance with product information and labelling requirements
	<b>Production</b>	417-3	Non-compliance with marketing communications requirements
GRI 103: 2016 103-1/103-2/103-3	Management approach		<b>Digitalisation/BIM</b>
	<b>Logistics</b>	GRI 103: 2016 103-1/103-2/103-3	Management approach
GRI 103: 2016 103-1/103-2/103-3	Management approach	<b>GRI 418: 2016</b>	<b>Customer privacy</b>
<b>GRI 201: 2016</b>	<b>Economic performance</b>	GRI 103: 2016 103-1/103-2/103-3	Management approach
GRI 103: 2016 103-1/103-2/103-3	Management approach	418-1	Compliance concerning violations of customer data privacy
201-1	Value added and its distribution		
201-2	Opportunities and risks due to climate change		

# SASB Content Index

Geberit uses the Sustainability Accounting Standards Board (SASB) Content Index to provide structured information for investors on SASB-relevant topics. In the industry classification system provided by → SASB, Geberit is assigned to the SASB Building Products & Furnishings industry standard. However, the respective set of disclosures is not the most appropriate in consideration of the business of Geberit. Building products from wood such as bathroom furniture only account for an insignificant share of total sales. In alignment with the financial materiality and the respective set of disclosures, the SASB industry standard «Construction Materials» has been defined as most appropriate to our business. It covers, among others, companies that produce construction materials, such as plastic materials, for sale to construction firms or wholesale distributors, and that purchase raw materials from the mining and petroleum industries. Geberit offers customers high-quality sanitary products and concentrates on installation and flushing systems for sanitary facilities, piping systems for transporting water in buildings, as well as bathroom systems. More detailed information on Geberit's main business activities and product range is provided → online. The SASB Content Index makes reference to the Geberit Sustainability Performance Report which is presented in accordance with the guidelines of the Global Reporting Initiative (GRI) and the respective "Comprehensive" option of the GRI Standards.

Accounting Metric(s)	Code	Category	Location in GRI/ Sustainability Performance Report or Response
<b>Greenhouse Gas Emissions</b>			
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	EM-CM-110a.1	Quantitative	→ GRI 305-1, → GRI 201-2 Geberit is currently hardly affected by the regulation of emissions, as only one ceramic plant in Sweden pays CO <sub>2</sub> taxes. Detailed key figures on the environmental impact are provided at → Key figures Sustainability > Environment
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	EM-CM-110a.2	Discussion and Analysis	→ GRI 305
<b>Air Quality</b>			
Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) particulate matter (PM10), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	EM-CM-120a.1	Quantitative	(1), (2), (3), (5): → GRI 305-7 (4), (6), (7): Producing sanitary ceramics is completely different than producing cement from a chemical point of view. E.g. there is no clinkering process with related air emissions. Air emissions at Geberit primarily result from the combustion of natural gas (see positions 1, 2, 3 and 5). Therefore, these sub-disclosures are considered not to be material to our business.



Accounting Metric(s)	Code	Category	Location in GRI/ Sustainability Performance Report or Response
<b>Energy Management</b>			
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative, (4) percentage renewable	EM-CM-130a.1	Quantitative	(1), (2), (4): → <a href="#">GRI 302-1</a> (3): Geberit does not consume energy from alternative sources other than mentioned under (4). Detailed key figures on the environmental impact are provided at → <a href="#">Key figures Sustainability &gt; Environment</a>
<b>Water Management</b>			
(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	EM-CM-140a.1	Quantitative	(1): → <a href="#">GRI 303-3</a> (2): → <a href="#">GRI 303-4</a> (3): → <a href="#">GRI 303-3</a> , → <a href="#">GRI 303-5</a> The production plants in Lichtenstein (DE), Gaeta (IT), Kolo (PL), Wloclawek (PL), Shanghai (CN) and Pune (IN) are located in areas with high and very high baseline water stress respectively and account for 29% of total water consumption. Detailed key figures on the environmental impact are provided at → <a href="#">Key figures Sustainability &gt; Environment</a>
<b>Waste Management</b>			
Amount of waste generated, percentage hazardous, percentage recycled	EM-CM-150a.1	Quantitative	→ <a href="#">GRI 301-2</a> , → <a href="#">GRI 301-3</a> , → <a href="#">GRI 306-3</a> , → <a href="#">GRI 306-4</a> , → <a href="#">GRI 306-5</a> Detailed key figures on the environmental impact are provided at → <a href="#">Key figures Sustainability &gt; Environment</a>
<b>Biodiversity Impacts</b>			
Description of environmental management policies and practices for active sites	EM-CM-160a.1	Discussion and Analysis	→ <a href="#">GRI 102-47</a>
Terrestrial acreage disturbed, percentage of impacted area restored	EM-CM-160a.2	Quantitative	This data is considered not to be material to our business.
<b>Workforce Health &amp; Safety</b>			
(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	EM-CM-320a.1	Quantitative	(1): → <a href="#">GRI 403-9</a> , → <a href="#">GRI 403-10</a> (2): This data is currently not being collected but prepared for future disclosure.
Number of reported cases of silicosis	EM-CM-320a.2	Quantitative	→ <a href="#">GRI 403-10</a>

Accounting Metric(s)	Code	Category	Location in GRI/ Sustainability Performance Report or Response
<b>Product Innovation</b>			
Percentage of products that qualify for credits in sustainable building design and construction certifications	EM-CM-410a.1	Quantitative	23% of Group sales are covered by products with an EPD. Furthermore, more than 95% of the bathroom furniture of the Geberit brand is FSC™ certified (FSC-C134279). Detailed information on product innovation is provided at → <a href="#">Sustainability Performance Report, 10.1 Products and Innovation</a> .
Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	EM-CM-410a.2	Quantitative	Since 2017, Geberit has been working on a European water label that is applicable to a wide range of sanitary products. Detailed information on product innovation is provided at → <a href="#">Sustainability Performance Report, 10.1 Products and Innovation</a> .
<b>Pricing Integrity &amp; Transparency</b>			
Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	EM-CM-520a.1	Quantitative	→ <a href="#">GRI 419-1</a>

# SDG Reporting

As a driving force in the field of sanitary technology, Geberit provides solutions that ensure the maximum possible efficiency in water usage and, thus, sustainable building in cities and communities worldwide. Thanks to constant investment in research and development, the company is driving innovation in the sanitary industry. As a sound employer with attractive working conditions, the company is also a stabilising economic factor in many regions. Geberit is thus making a contribution to the UN 2030 Agenda for Sustainable Development, focussing primarily on four of the 17 goals (Sustainable Development Goals, SDG). In addition, Geberit is consistently committed to climate change mitigation (SDG number 13), see → [CO<sub>2</sub> strategy](#).



Ensure availability and sustainable management of water and sanitation for all.

Modules in the Geberit sustainability strategy that are relevant to this goal:

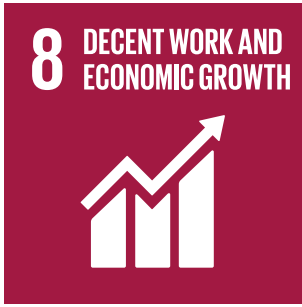
- [Water](#)
- [Eco-design & Sustainable Products](#)

### Relevance for Geberit

The biggest environmental contribution made by Geberit products lies in the conservation of water, which is one of the pivotal aspects in the company's contribution towards sustainable development. Innovative Geberit sanitary products reduce the amount of water consumed and help to systematically optimise the way in which water is used in buildings while maintaining the highest hygiene standards – including in terms of drinking water.

### Geberit's contribution

- Geberit has a comprehensive range of products that facilitate sustainable sanitary solutions, and that contribute to increased quality of life with low water, resource and energy consumption and with environmentally friendly materials. Geberit's water footprint shows that nearly 100% of the water consumption is attributable to the use of products by customers. This is where Geberit's product portfolio comes into its own.
- The flushing cistern is the central element when it comes to water conservation. A model calculation shows that all Geberit dual-flush and flush-stop cisterns installed since 1998 saved around 3,590 million m<sup>3</sup> of water in 2021 alone in comparison with traditional flushing systems. Water conservation is the result of a balanced overall system. Reducing the flush volume in the cistern while at the same time ensuring that the WC pan is optimally flushed out is just as important as correctly dimensioning the drainage system.
- Stagnation and dirt in the drinking water system are among the greatest risks that can adversely affect the quality of the water in domestic installations. Geberit offers various solutions (e.g. hygiene filters, sanitary flush units) for ensuring drinking water hygiene in a reliable and economical manner.
- Thanks to targeted investments in research and development in areas such as hydraulics and virtual engineering, Geberit is working on developing innovations for the future. Here, Geberit regards eco-design as the key to environmentally friendly products and as an integral part of the development process. Eco-design has been an integral part of the development process since 2007 and has already been adopted in more than 170 development projects.
- For many years, Geberit has been supporting the development of standards initiated by the sanitary industry aimed at helping products that use resources and water as sparingly as possible to be a success on the market. Geberit thus contributed to the launch of a new European water label for sanitary products from the European Bathroom Forum (EBF).



Promote sustainable economic growth, employment and decent work for all.

Modules in the Geberit sustainability strategy that are relevant to this goal:

- [Employees & Corporate Culture](#)
- [Health & Safety](#)
- [Social Responsibility](#)

**Relevance for Geberit**

Motivated and skilled employees are one of the key pillars on which Geberit's long-term business success is built. Geberit has been committed to providing attractive jobs as an employer for almost 150 years and the company's profitable growth allows it to continuously generate added value for regional economic areas, suppliers and business partners. In doing so, Geberit assumes social responsibility across the board.

**Geberit's contribution**

- As a profitable company, Geberit is an attractive employer for its 11,809 employees worldwide and paid out a total of CHF 812 million in salaries and social benefits in 2021.
- Geberit sets particular store on solid education and further training and on equal opportunities for all employees. In 2021, employees across the Group attended on average 11.3 hours of internal and external education and further training.
- At the end of 2021, Geberit employed 278 apprentices in commercial, industrial and technical professions. The aim is to impart all the skills that are required for apprentices to pursue their chosen careers in a professional, independent and responsible manner. The transfer rate to a permanent employment relationship was 85%.
- The occupational health and safety of employees has the highest priority at Geberit. Using 2015 as the reference year, the aim is to halve the frequency and severity of accidents by 2025. Geberit also offers its employees precautionary healthcare opportunities through various offers and activities.
- The economy benefits from Geberit's leading role in the change towards a more sustainable sanitary industry: through the contribution to better sanitary standards, a durable, resource-efficient sanitary infrastructure, through know-how transfer in the sanitary industry, via impetus for the economy in regional economic areas, and through orders with suppliers.
- Geberit has also supported facilities for disabled persons for many years, where simple assembly and packaging work is carried out. In the reporting year, this work amounted to CHF 9.7 million and gave some 550 people meaningful work.



Build resilient infrastructure, promote sustainable industrialisation and foster innovation.

Modules in the Geberit sustainability strategy that are relevant to this goal:

- [Resources & Circular Economy](#)
- [Energy & CO<sub>2</sub>](#)
- [Green Production](#)
- [Eco-design & Sustainable Products](#)

**Relevance for Geberit**

An efficient, innovative and sustainable industry requires a modern infrastructure that is fit for the future, plus innovations along the entire value chain. Geberit regularly upgrades its own infrastructure and facilities, and invests consistently in research and development.

**Geberit's contribution**

- Thanks to the Geberit Production System (GPS), all Geberit production sites have a modern and future-oriented foundation. Continuous improvements are made by means of "lean manufacturing" and the shift in production philosophy from the workshop principle of step-by-step manufacturing to a comprehensive system of continuous flow production.
- The Geberit Group has a Group certificate in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. In addition, five German plants are certified in accordance with ISO 50001 (energy) and nine sales companies in accordance with ISO 9001 (quality).
- Since the acquisition of the energy intensive ceramics business in 2015, ten tunnel kilns for ceramic production have been retrofitted with state-of-the-art burner technology. Each kiln can bring about energy savings of over 20%. Eco-efficiency (environmental impact per currency-adjusted net sales) has been improved by 40.9% since 2015.
- Approximately CHF 75 million is invested in research and development every year. This helps to consolidate Geberit's position as market leader and set trends in the industry with sanitary products. The investment is also further proof that Geberit is committed to the development of water-saving and sustainable products within the framework of eco-design. In addition to traditional product development, investments are made in ten relevant fields of competence for sanitary technology as the basis for future innovations: hydraulics, materials technology, hygiene, surface technology, electronics, sound insulation, statics, fire protection, process engineering and virtual engineering. The focus is on the collaboration between the various areas and the continuous testing of new, integrated product and system solutions, materials and concepts.



Make cities and communities safe, resilient and sustainable. Modules in the Geberit sustainability strategy that are relevant to this goal:

- [Sustainable Building](#)
- [Resources & Circular Economy](#)

**Relevance for Geberit**

The sustainable development of cities and areas relies on buildings that are sustainably planned, constructed, operated and dismantled. With a wide range of products, Geberit provides sustainable solutions for sanitary systems and water management in buildings. At the same time, Geberit is thus developing a sustainable market segment that is geared towards sustainable building.

**Geberit's contribution**

- With its wide range of products in front of and behind the wall, Geberit spans the entire flow of water within a building and helps to optimise significant aspects of the system as a whole, such as water and energy consumption or sound insulation. In addition to their quality and high degree of water and resource efficiency, Geberit products also impress with their good environmental compatibility and recyclability.
- Geberit products have a very long industrial service life, as many of them will be installed in buildings for decades. In addition, Geberit products are in some instances backwards-compatible, can be cleaned and maintained easily, and spare parts are available for up to 25 years for a significant proportion of the product range. This supports the circular economy approach in buildings.
- Construction processes are complex and require a healthy working relationship between the various parties involved. With this in mind, Geberit has been passing on valuable expertise and training customers and partners for many years. In 2021, around 36,000 sanitary engineers and plumbers received education and further training on products, tools and software tools at 30 Geberit Information Centres.
- Geberit invests in digital tools such as the interdisciplinary planning method BIM (Building Information Modelling), with the aim of optimising the entire planning and building process. BIM facilitates an efficient exchange of information between architects, sanitary engineers and building owners, thus enabling sanitary systems in buildings to be holistically planned, simulated in the respective context and implemented as a complete solution. This is also entirely in keeping with the spirit of sustainability.
- More and more buildings are being constructed and certified in accordance with sustainability standards such as LEED, BREEAM, DGNB or Minergie. Geberit also offers comprehensive expertise and system solutions in the areas of sanitary technology and water management. This combination impresses investors, project developers, owners and tenants alike. In particular, Geberit offers numerous products with Environmental Product Declarations (EPD) in accordance with the European standard EN 15804, which can also be used directly for sustainable building standards. This means that products with an EPD now account for 23% of Group sales.

# Communication on Progress UNGC

## Human rights

### Principle 1:

Support and respect the protection of internationally proclaimed human rights in the company's own area of influence

- When hiring employees and determining their assignment in the company, Geberit attaches great importance to qualifications appropriate to the task description. In accordance with their qualifications, the majority of Geberit employees at the production sites and sales companies are paid well above the minimum wage range. This considerably reduces the risk of human rights violations. See → [GRI 202-1](#)
- In its Code of Conduct, Geberit undertakes to be an exemplary, reliable and fair business partner and employer at all times. As a fair partner, Geberit recognises all laws, directives and internationally recognised standards as well as the UN Guiding Principles on Business and Human Rights, and complies with them in full. All new employees at Geberit are trained on the Code of Conduct as part of the Welcome events. See → [Code of Conduct for Employees](#), → [GRI 102-16](#), → [GRI 412-2](#)
- Compliance with the Code of Conduct is monitored Group-wide as part of an annual survey and supplemented by internal audits on site. There were no breaches related to human rights in 2021. See → [GRI 412](#), → [GRI 419](#)
- The Geberit Integrity Line gives all employees the opportunity to report irregularities anonymously. Two cases related to management behaviour were recorded by the Integrity Line for employees in 2021. Both cases are being investigated.

### Principle 2:

Make sure the company is not complicit in human rights abuses

- With respect to human rights abuses, the greatest risk for Geberit lies with suppliers, who can be influenced only indirectly. Geberit does all it can to minimise this risk and requires that business partners and suppliers comply with comprehensive standards. See → [Sustainability strategy](#), → [Management Approach Procurement](#)
- The Code of Conduct for Suppliers is intended to ensure that Geberit's suppliers act in accordance with internal and external guidelines, such as the UN Guiding Principles on Business and Human Rights and the ILO core labour standards. As of the end of 2021, a total of 2,568 direct and indirect suppliers had signed the Code of Conduct. This equates to over 90% of the total procurement value. In 2021, 171 existing suppliers were identified in the highest risk category as defined by Geberit, which corresponds to around 8% of the procurement value of Geberit. A systematic planning and performance of audits is conducted for these suppliers. See → [Code of Conduct for Suppliers](#), → [Management Approach Procurement](#)
- In 2021, five third-party audits were carried out at suppliers in China. The results showed that the majority of obligations set out in the Code of Conduct for Suppliers were complied with. Appropriate corrective measures were agreed in cases of non-compliance. See → [GRI 308-2](#), → [GRI 414-2](#)

## Labour practices

### Principle 3:

Uphold the freedom of association and the effective recognition of the right to collective bargaining

- No rights with respect to exercising the freedom of association or collective bargaining as defined in the ILO core labour standards are subject to restriction at the Geberit Group. This is verified annually as part of a Group-wide survey. No restrictions were in effect in 2021. See → [GRI 407](#)
- There are currently 10,090 employees (corresponding to 83% of the workforce) who are covered by collective agreements (e.g. collective labour agreements, wage agreements). In Germany, Austria, Switzerland, France, Italy, Finland, Sweden, Poland and Ukraine, over 90% of employees are subject to a collective labour or wage agreement. There are no collective agreements with employees in place in the USA and China. See → [GRI 102-41](#)

### Principle 4:

Uphold the elimination of all forms of forced and compulsory labour

- Geberit's exposure with respect to forced and child labour is considered low because of its industry, business model, the countries in which business activities are carried out, as well as its high level of vertical integration and high quality requirements. See → [GRI 408](#), → [GRI 409](#)

### Principle 5:

Uphold the effective abolition of child labour

- Geberit categorically rejects all forms of forced and child labour. According to the annual Group-wide survey, no cases of forced and compulsory or child labour were discovered in 2021, nor were any cases revealed during the course of the audits performed among the suppliers. The basic principles established in the Code of Conduct for Suppliers expressly include compliance with the ILO core labour standards for the exclusion of forced and child labour. See → [GRI 408](#), → [GRI 409](#)

**Principle 6:**

Uphold the elimination of discrimination in respect of employment and occupation

- The Geberit Code of Conduct clearly specifies how employees are to behave and how Geberit assumes responsibility as an employer in order to counteract discrimination in adherence with the ILO core labour standards. According to the annual Group-wide survey, there was one case of bullying in 2021, with two people accused. Both the accused people have left the company and the case is closed. See → [GRI 406-1](#)
- Geberit's personnel policy and recruitment practices do not differentiate between members of the local community and other applicants or employees. See → [GRI 202](#), → [GRI 406](#)
- Protection of the principles of equality is anchored in the Geberit Code of Conduct. This includes the prohibition of discrimination against any employee on the basis of gender. Fair and equal pay for men and women is a matter of course at Geberit, as was verified and documented in 2021 as part of the annual Group-wide survey. The certified auditors PwC checked and confirmed that the analysis was carried out correctly. The proportion of female employees at the end of 2021 was 24%; in management this figure was 11%. See → [GRI 405](#), → [Geberit Code of Conduct](#)

**Environmental protection**

**Principle 7:**

Support a precautionary approach to environmental challenges

- Since 1990, Geberit has followed a long-term environmental strategy, plus a sustainability strategy that was developed later. It has been committed to environmentally friendly, resource-efficient production as well as to the development of water-saving and sustainable products. This is also defined as a management principle in the Geberit Compass. Environmental criteria are considered in all decision-making processes. A demonstrably high standard is achieved in this regard, one which often exceeds statutory requirements. See → [Geberit Compass](#), → [Environmental policy](#)
- A core element of the new → [CO<sub>2</sub> strategy](#) is its integration into all relevant business processes. In addition to improved transparency brought about by a comprehensive monthly CO<sub>2</sub> report, a focus is being placed on the measurability and direct responsibility of management and employees by means of short-term and medium-term goals. The annual achievement of objectives regarding CO<sub>2</sub> reduction is now relevant to bonuses with a weighting of 20% for Group management as well as employees in Switzerland (a total of 1,500 employees). In order to integrate the CO<sub>2</sub>-reducing activities into the business processes in the best possible manner, an internal CO<sub>2</sub> pricing has now been introduced. Once a year, the Group Executive Board defines an internal CO<sub>2</sub> reference price as part of the budget. This price serves as a basis for deciding on investments in measures to reduce the amount of energy used or CO<sub>2</sub> emissions.
- In 2021, CO<sub>2</sub> emissions (Scopes 1 and 2) amounted to 217,009 tonnes, corresponding to an increase of 5.1%. The improvement in CO<sub>2</sub> intensity (CO<sub>2</sub> emissions in relation to currency-adjusted net sales) was 8.4%, thus exceeding the target of 5% per year. See → [GRI 305-2](#)
- Since the acquisition of the energy-intensive ceramics business in 2015, Geberit has been able to reduce CO<sub>2</sub> intensity by 38%. In addition, absolute CO<sub>2</sub> emissions were able to be reduced to 217,009 tonnes and are therefore under the target value of 240,000 tonnes. These results mean that between 2015 and 2021 Geberit overfulfilled the target specified in the Science Based Targets Initiative (SBTi) of limiting global warming to "well below 2°C" above pre-industrial levels. Geberit would like to continue down and further expand on this successful path. The goal in the future is to continue to reduce CO<sub>2</sub> intensity by an average of at least 5% per year. See → [GRI 305](#)



**Principle 8:**

Undertake initiatives to promote greater environmental responsibility

- The Geberit Group has a Group certificate in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. The annual preparation of a corporate eco-balance has been an established part of Geberit's environmental management since 1991. The absolute environmental impact rose by 4.0% in 2021. Eco-efficiency (environmental impact per currency-adjusted net sales) improved by 9.3%, meaning that Geberit clearly exceeded its target of 5% per year. See → [ISO certificate](#), → [Chapter 9 Planet](#), → [Sustainability strategy](#)
- Central levers of energy management and the CO<sub>2</sub> strategy are measures for saving energy, increasing efficiency and procuring energy in the plants. The corresponding measures are implemented using an energy master plan and a rolling CO<sub>2</sub> forecasting of the significant plants. The proportion of renewable energies is being further increased throughout the company, always taking the internal CO<sub>2</sub> reference price and the economic efficiency of the planned projects into consideration. See → [GRI 302](#)
- Beginning with the development process, the most environmentally friendly materials and functional principles are used, risks are minimised and high resource efficiency is pursued. Eco-design has been an integral part of the development processes since 2007 and has already been adopted in more than 170 development projects. Eco-design is also implemented in product modifications and technology projects. Every new product is to be better than its predecessor with respect to environmental aspects. See → [Chapter 10.1 Products and innovation](#)

**Principle 9:**

Encourage the development and diffusion of environmentally friendly technologies

- The water footprint throughout the Geberit value chain shows that nearly 100% of the water consumption is attributable to the use of Geberit products by customers. Water-saving solutions can therefore exert a major impact: all dual-flush and flush-stop cisterns produced since 1998 have saved around 3,590 million m<sup>3</sup> of water in 2021 alone. See → [SDG Reporting](#)
- Geberit supports the economical use of water in the sanitary industry and made a significant contribution to the establishment of the European Bathroom Forum (EBF). One of the first tasks was the launch of a new European water label as a voluntary and flexible instrument to support customers in the selection of resource-efficient products. See → [Chapter 10.1 Products and innovation](#)
- Sustainable building is a market of the future experiencing strong growth throughout the world. As a leading system provider of sanitary solutions, Geberit is already offering suitable products for this purpose.

**Anti-corruption**

**Principle 10:**

Work against corruption in all its forms, including extortion and bribery

- As a long-term member of Transparency International Switzerland, Geberit is committed to high standards in combating corruption. In addition to the Code of Conduct, there are additional guidelines on prevention and employees receive training in this area. See → [GRI 205](#)
- In 2021, the Internal Audit Department audited a total of 20 companies and did not discover any cases of corruption.
- Since 2017, an Integrity Line has been available to suppliers for anonymously reporting irregularities in the procurement process. No cases were reported in the reporting year. See → [GRI 102-17](#)
- As a rule, Geberit does not make donations to parties or politicians. All donations are neutral from a party political point of view. This was verified and documented as part of the annual Group-wide survey.