

# Sustainability

With the transformation of our business model from photovoltaic (PV) production equipment manufacturing to the integrated production of PV cells and modules, we make sustainability our number 1 priority (GRI 102-2). We aim to become the most sustainable PV company in the world. Sustainability naturally is an integral part of Meyer Burger's business. Consequently, we always strive to implement the most sustainable solutions in our ongoing operations. This report reflects on the progress made during 2020 and shows the high ambitions we set for ourselves in the near future. Accordingly, the scope of this report was extended to better reflect the strong prioritization of sustainability for Meyer Burger (GRI 102-49).

Our organization is executively led by our CEO Gunter Erfurt and our CFO Jürgen Schiffer and is responsibly governed by the four members of our Board of Directors with comprehensive experience and expertise enabling an integrated view on the company's operations (GRI 102-18). The management is also directly responsible for the handling of economic, environmental, and social strategic topics (GRI 102-20, GRI 102-26, GRI 102-32). Meyer Burger Technology AG (GRI 102-1) is a large-scale publicly listed Swiss solar energy company headquartered in Thun, Switzerland with main operations in Germany (Freiberg, Bitterfeld-Wolfen, Hohenstein-Ernstthal) and Switzerland (Thun, Neuchâtel), as well as sales and service organizations throughout Asia, the U.S. and Europe (GRI 102-3, GRI 102-4, GRI 102-5, GRI 102-6, GRI 102-7). The data in this report sets a focus on Meyer Burger's operations in Germany, being the center of gravity in the ongoing transformation. We globally operate in line with our sustainability mindset.

The company's main stakeholder groups include shareholders, civil society, customers, suppliers, employees and local communities (GRI 102-40). These groups are identified based on the number and depth of interactions with the company (GRI

102-42). Meyer Burger engages in a permanent dialogue with all stakeholders to determine current needs and future trends, especially concerning economic, environmental, and social topics (GRI 102-21, GRI 102-43). In 2020, no concerns were raised in this matter (GRI 102-44).

## Sustainability in the spotlight

Meyer Burger places a strong focus on sustainability and promotes sustainable action throughout the group and along its whole value chain. Being a global leader in the solar industry, it is our contribution to society to increase the energy efficiency of solar cells to support the efforts to limit global warming. The historic United Nations Paris Agreement clearly recognizes the crucial role of renewable energies in the transformation of the world's energy system. The 196 signing countries aim to reach a climate neutral world by mid-century. With the cost of solar PV power generation becoming increasingly competitive, the technology has begun to play an important role in reducing the emission of greenhouse gases.

“ Our goal is not only to produce the best and most sustainable solar modules on the planet, but also to be a truly green company and to influence the industry with pioneering sustainability standards and benchmarks. ”

Gunter Erfurt, CEO, (GRI 102-14)

## Advancing sustainable innovation

With our progressive technology, we make a valuable contribution to the international PV value chain. Our vision is to facilitate a more sustainable and accessible energy generation for the future. We develop concrete technical solutions to produce highly efficient solar modules, often establishing new

industry standards. In this regard, we aim to make these highly-efficient solar modules more accessible to the private and commercial sector while considering economic costs. With continuously improving energy efficiency, we have also reduced overall manufacturing costs and the production footprint, allowing our customers to achieve highly advantageous total cost of ownership in the PV industry.

### Towards a waste-free production

Acting in harmony with the environment and respecting societal values, it is most important to us to use natural resources carefully. Currently, certain resources are specially generated and used in the manufacturing process of solar cells and modules. Through reuse, share, repair, refurbishment, remanufacturing and recycling, our vision is to adopt the principles of a circular economy in order to eliminate waste, pollution and carbon emission to a maximum extent. Going even further, Meyer Burger aims at sustainably changing its business model towards the Cradle to Cradle concept (GRI 301).

Cradle to Cradle is Meyer Burger' vision of the future. We implement Cradle to Cradle in our philosophy, daily innovations and we aim to make our products more accessible to society and simplify their usage. Furthermore, we are in permanent dialogue with our suppliers to introduce additional circular economy concepts to increase our positive impact on society and the environment.

Already producing PV systems for qualification purposes, Meyer Burger returns the produced waste into the Cradle to Cradle cycle. In the long-term perspective, we aim to reuse all our materials employed and propose a Cradle to Cradle system to the whole industry.

The Cradle to Cradle design was elaborated by Michael Braungart, William McDonough and the EPEA Hamburg and is inspired by the cycle of nature. The

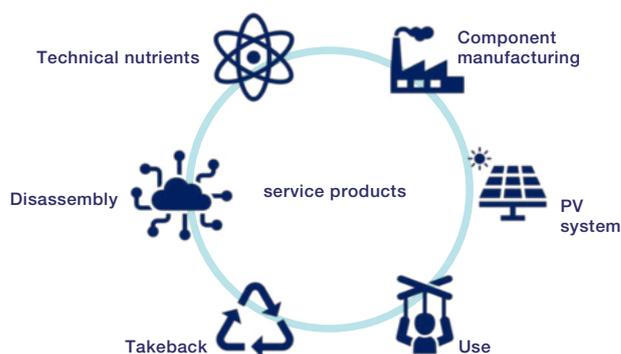
purpose of this concept is not only to limit the negative impact of the company on the environment, but to go even further and to have a positive footprint. The objective of Cradle to Cradle is to allow the manufacturing of products to be safe for humanity, healthy for the environment and economically successful. This can be realized through the integration of a safe and potentially unlimited circulation of materials and nutrients. Being chemically harmless, the purpose of Cradle to Cradle is to reuse the nutrients and consequently abolish waste.

Similar to nature, economy should put forth and manufacture products that degrade or recycle themselves after usage just as tree leaves compost themselves and are returned to the soil as biological nutrients. Subsequently, those nutrients are the foundation for additional tree growth, themselves producing leaves. This unlimited cycle should be taken as an example for technical products and production.

Combining innovation, quality and design, Meyer Burger includes the Cradle to Cradle concept in its renewed business model. For now, production materials as silicon or silver are taken from earth and are cleaned intensively and expensively. Those materials are transformed to produce PV modules, cells and other components to form the PV system. Those PV systems are then used to produce the energy to fulfill the actual consumer need. Accordingly, this energy is the actual core product of Meyer Burger from a Cradle to Cradle perspective, transformable to fulfill any consumer demand.

At some point, the PV system will reach its maximum lifetime and the energy production capacity of the PV system will be reduced, so another cycle of innovation will be needed. The goal is to take the PV systems back into the product cycle. The PV systems need to be disassembled in order to regain the technical nutrients. Closing the cycle, those technical nutrients will then be reusable for component manufacturing.

### Technical Cycle



For now, Meyer Burger is in discussion with Luxchem GmbH to develop the takeback of the PV system into the cycle. In this matter, Luxchem GmbH has made experiments about how to disassemble the PV system components. During this experiment, Luxchem GmbH has found that 97% of the used nutrients are returnable to the technical cycle and reusable as manufacturing material. In the long-term, our aim is to reach this goal for the entire production considering the Cradle to Cradle philosophy.

The reuse of the technical nutrients requires less efforts concerning material cleaning and preparation for manufacturing. Consequently, Cradle to Cradle will not only bring ecological advantages, but also a chance to increase the economic profitability of Meyer Burger.

### **Contribution to UN Sustainable Development Goals**

The UN Sustainable Development Goals (SDGs) were created to provide a path, also referred to as Pathway for Humanity, for any business to harness its power by directing efforts towards global sustainability objectives. By producing cost efficient solar energy cells and modules and increasing their accessibility to private and commercial consumers, Meyer Burger directly supports SDG No. 7 “Affordable and Clean Energy”. Our innovative range of products, systems and services, including processes for manufacturing solar cells and modules, are essential elements of the PV value chain. We also directly support SDG No. 8 “Decent Work and Economic Growth” through the promotion of sustainable, inclusive economic growth and productive employment. Furthermore, with innovation in the PV industry, we actively contribute to building a resilient infrastructure and are working towards a sustainable industrialization (SDG No. 9) as well as to the development of sustainable cities and communities (SDG No. 11). While immediately contributing to these four goals, we directly or indirectly support the entirety of the SDGs.

### **Partnerships in the solar industry**

With regard to SDG 17 “Partnerships for Goals”, Meyer Burger is actively committed to forward-looking energy strategies and smart solar and energy systems. We engage in trusted and meaningful partnerships. Amongst others, Meyer Burger is a member of Solar United, PV Thin, BSW Solar, Solar Power Europe (SPE), Silicon Saxony, Cool Silicon e.V., and aiming at becoming a member in PV Austria and Swiss Solar to strengthen its footprint as a local and European PV manufacturer. Furthermore, as a member of the Ultra Low Carbon Solar (ULCS) Alliance, Meyer Burger advocates for low CO<sub>2</sub> PV manufacturing without forced labor (GRI 102-13).

In 2019, Meyer Burger also entered a strategic partnership with Oxford Photovoltaics Limited (Oxford PV) and signed an exclusive cooperation agreement to advance the technology for the mass production of perovskite on silicon heterojunction tandem cells. This cooperation ideally combines Oxford PV’s innovative tandem cell technology and Meyer Burger’s HJT technology as well as expertise in industrializing highly efficient PV processes.

We believe that the strategic cooperation can support us in sustaining a technical leadership position in the market and contributing to the global energy transition (GRI 102-12).

### **Strong Integrity and Compliance**

As a globally active and publicly listed company, Meyer Burger ensures that all employees, products and services fully adhere to applicable international, national and local laws, regulations and norms. Reliability, loyalty and respect are Meyer Burger’s key values for all interactions within the company and externally. Meyer Burger’s Code of Conduct outlines the company’s core values and provides guidance regarding business ethics, human rights, compliance, corporate governance, stakeholder engagement and fostering an encouraging work environment and is provided to every employee (GRI 410-1).

### **Standard-setting Company Values (GRI 102-16)**

Our company values apply to all our employees and set the foundation for our everyday actions. These values constantly shape our company culture and describe best, what we want to achieve as a company:

**Passion:** We combine our thirst for knowledge and success with genuine engineering and design expertise to actively and creatively shape future industrial processes.

**Determination:** We work solution-oriented and efficiently, set standards and secure our technological leadership.

**Responsibility:** We strive for cost-effective solutions that create sustainable value added for our customers and society with our forward-thinking and partnership-based attitude.

**Integration:** We offer our customers well-thought and individual solutions as well as highly qualified services along the entire value chain.

While making sure that our strategy and values are fully integrated into our value creation, we also foster

transparency through adequate financial, sustainable and compliance reporting. In this matter, we deeply analyze our actions and the related outcome to derive suggestions for improvement and ameliorate the company's performance and sustainable footprint in the future.

### Honesty and high service quality

We continuously educate our employees on important topics, such as our Code of Conduct, anti-corruption measures, cyber-security or prevention of insider training (GRI 205-2). We treat confidential information conscientiously and especially avoid conflicts of interest (GRI 102-25). Also, we do not grant any advantages nor do we accept such advantages for ourselves. In case of doubt, our employees will consult the supervisor or the Compliance Officer (GRI 102-17). Furthermore, we internally disclose and monitor any personal or financial relationships with suppliers, customers or other business partners that go beyond contacts in the course of our professional activities and take action as needed.

Meyer Burger does not make any political donations. We are not member of any political party and do not support one in any other way. However, we recognize and support the right of employees to engage in political activities as private citizen (GRI 415-1).

### Respect of Industry Ethics

We are guided by the highest ethical and professional standards of our industry and review and measure our internal guidelines regularly. We commit to free and fair competition. Therefore, we compete fairly for market share and comply with local antitrust and competition laws.

In 2020, Meyer Burger was not involved in any legal proceedings on the grounds of anti-competitive conduct, nor did any cases of corruption come to

light (GRI 206-1). Also, there were no fines or penalties for breaches of laws or regulations in 2020 (GRI 205-3, GRI 419-1).

### Management of Intellectual Property

Several steps were taken in 2020 to further strengthen our Intellectual Property (IP) management. IP arises from our innovative and creative ideas and enables us to make considerable economic as well as social progress. Therefore, employees in Research and Development functions receive training on IP law. To avoid cases of patent infringement, employees are included in the assessment of competitors' patents to ensure Meyer Burger's freedom to operate. Internal knowledge is exchanged through regular workshops and meetings under responsibility of our CEO. In 2020, an additional IP validation process was introduced to increase our IP quality.

### Risk Assessment and Risk Management

A constantly changing environment continuously leads to new challenges and opportunities. In order to ensure ongoing operations with a high focus on quality and sustainability, Meyer Burger needs to be prepared for eventualities. Accordingly, Meyer Burger treats upcoming risks diligently. Thanks to its renewed business model, which has been elaborated according to current trends and risks, Meyer Burger is optimistic concerning its future. Despite the risks listed below and thanks to a regular risk review by the management, the company seems to be well prepared to face the major risk areas listed below (GRI 102-15). In general, the company applies the *Precautionary Principle* to avoid negative impacts on the environment (GRI 102-11).

The risks as well as the risk management process are regularly reviewed by the management with the purpose to assess a review of current economic, environmental, and social topics (GRI 102-27, GRI 102-29, GRI 102-30, GRI 102-31).

Area of risk	Probability	Impact on business	Trend
Economy, Society, Politics & Regulations	Moderate	Medium	Decreasing
Compliance & Corporate Governance	Low	Low	Constant
Human Capital	Possible	High	Constant
Operations	Possible	High	Constant
Strategy	Moderate	High	Decreasing

## **Economy, Society, Politics and Regulations**

The COVID-19 crisis that is impacting the world since the beginning of 2020 led to extensive challenges as temporarily closed borders and the trend of de-globalization. This leads to increasing uncertainties on the supplier and client side. Whereas the situation improved over the year, the risk for a back-drop is evaluated as high for 2021.

Furthermore, as of December 31<sup>st</sup>, 2020, the United Kingdom has left the European Union. This leads to increasing difficulties concerning the coordination of suppliers from this region as well as more complicated sales regulations.

Finally, uncertainties on international trade agreements arose, e.g. due to the Trump government in the US during recent years. Whereas the situation during the last year was more critical, the election of Mr. Biden as the next US president is expected to lead to reduced tensions and a stabilization of global politics.

Nevertheless, due to a strong focus on the European market, the probability of those risks on the company's core business is evaluated as being moderate and thus not threatening for Meyer Burger's core operations.

### **Compliance and corporate governance**

Unintended disclosure of business relevant information as well as unethical behavior are evaluated as being business-critical risk. Meyer Burger also continuously assesses risks related to corruption (GRI 205-1). To prevent those risks, the group takes respective measures as employee training to reduce the likelihood to a minimum. As for the past, the company is not expecting any breaches for the future either.

Compliance and corporate governance also refer to environmental and sustainable risks, which are very likely to occur in the company's production environment. Meyer Burger's business model is meant and structured to exactly face and ease such risk on a global scale. Consequently, the company not only promotes, but would strongly benefit from an increasing environmental and sustainability awareness amongst its stakeholders (GRI 201, GRI 201-2).

### **Human capital**

As human capital is vital for the company's future, it would be business critical if the company were not able to manage its workforce adequately. In particular, the group is dependent on the availability of and its ability to attract and retain a significant number of skilled and experienced employees. Fortunately, the

business model of Meyer Burger as well as its reputation in the labor market attract local workforce.

Due to the current change of business model and a multitude of operational changes, measuring employee satisfaction is challenging and fluctuation might see an increase in the short-term (GRI 401-1). Naturally, Meyer Burger is determined to provide a reliable work environment throughout the intense period of change and to prevent terminations as far as possible. After those necessary changes, the workforce is expected to stabilize.

### **Operations**

As consequences might be highly business critical, the prevention of operational risk is the current focus point for Meyer Burger. The change towards Meyer Burger's new business model expects to prevent major shortfalls and is meant to acquire additional market share and increase the group's revenues. Furthermore, Meyer Burger is operating at a sustainable cost and margin structure to be able to bridge potential temporary shortfalls should they occur.

Additionally, to prevent potential risks within the supply chain, Meyer Burger is focusing on building a more European-focused supply chain and to increase diversification amongst its suppliers.

### **Strategy**

Currently, the PV market shows a strong growth, even accelerated by governmental support and measures in certain regions, giving momentum to Meyer Burger's plan to enter the solar cell and module market and to quickly gain substantial market share based on the advanced technologies.

An increase in competition could jeopardize market entry and/or lead to lower profit margins and a loss in market share as well as delayed or absent positive cash flow. A regular extensive analysis of the company's environment allows to foresee such changes in competition and to adapt adequately.

Meyer Burger is well equipped to face competition in its position as technological leader. According to an expert report from the Fraunhofer Institute in 2020, Meyer Burger currently has a three-year technological lead over mainstream PV module producers. The continuous efforts towards improvements within Meyer Burger's technology roadmap are expected to result in the maintenance or even expansion of this technological leadership position and to bring additional economic upside potential to the Group.

## Materiality analysis

Meyer Burger's focus on sustainable value creation is based on the analysis of material topics. The materiality matrix ranks the most important topics from high relevance to very high relevance both from a stakeholders' (vertical axis) and from the company's perspective (horizontal axis). Those topics represent the core of this report (GRI 102-46).

The last review of this analysis was performed in early-2020 by the management. Analyzing current trends and looking into the future, the following topics were identified as being most material for Meyer Burger and its stakeholders (GRI 103-1):

**Climate and energy:** Having important consequences on society and the environment, the improvement of the CO<sub>2</sub> footprint through the production of renewable and sustainable energy is a strong continuous focus for the years to come.

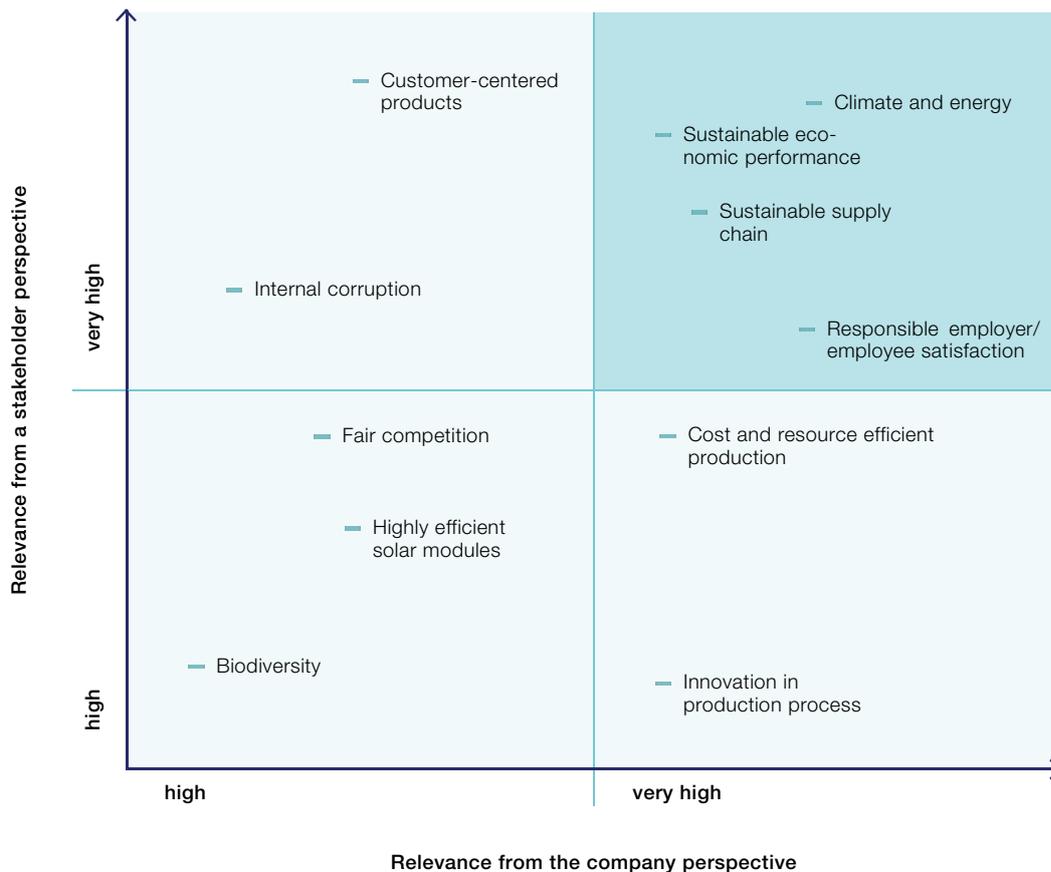
**Sustainable economic performance:** Being profitable allows Meyer Burger to further invest in future innovations to reach its goal to become the greenest PV company in the world.

**Sustainable supply chain:** To create a truly sustainable product, the entire supply chain needs to apply those values. To foster transparency and reduce CO<sub>2</sub> emissions, Meyer Burger is aiming to build up an entirely European supply chain and to implement Cradle to Cradle in its business model.

**Employee satisfaction:** To guarantee an outstanding product quality, Meyer Burger aims to motivate and increase loyalty of its employees through various measures.

Along the report, the management approach will be described for each material topic and evaluated through stakeholder feedback, internal measurement systems and benchmarking (GRI 103-2, GRI 103-3).

## Materiality matrix (GRI 102-47)



## Responsible Employer and Workforce Management

As an innovative and sustainable company, Meyer Burger benefits from active employee involvement. Our aim is to propose a working environment motivating our employees to make the best out of themselves and to collaboratively bring our company forward. We welcome active and constructive participation of employees in every decision-making process within the company, including economic, environmental, and social topics (GRI 102-19, GRI 102-29). In this matter, employees are expected to report critical concerns to the highest governance body as soon as they appear (GRI 102-33). In 2020, no critical concerns were reported (GRI 102-34). Especially during these challenging times with a running business transformation during the global Covid 19-pandemic, we recognize our responsibility towards our employees and strive to create a collaborative and safe work environment on- and off-site.

### General Terms of Employment

Meyer Burger's core values guide us in our actions and decisions. We treat everyone with decency, openness and respect and are committed to team spirit and responsibility. We naturally respect all legally recognized employee organizations and strive to collaborate openly. We are committed to comply with all legal requirements.

Producing in Europe, we protect our employees from unethical or unfair working conditions, including forced and child labor. Our employees have the right of freedom of opinion, speech and demonstration considering these do not interfere with our Code of Conduct.

### Diversity and equal opportunities

Reflecting the diversity of our customer base and other stakeholders, Meyer Burger considers diverse workforce to be one of its main assets. At Meyer Burger, employees' remuneration is set according to the company's remuneration table, without consideration of the employees' gender or other characteristics.

Meyer Burger respects the privacy and personal integrity of every employee and all employees are treated fairly and equally. By directly contributing to SDG 5 "Gender equality" and SDG 10 "Reduced inequalities", the company does not tolerate discrimination against employees or other stakeholder on the basis of gender, origin, age, skin color, culture, religion, marital status, political or other opinion, sexual orientation or disability (GRI 406-1). In particular, we do not tolerate sexual or other harassment, namely any kind of bullying.

The principles of equality are also applied to training and continuous education. Every year, all employees

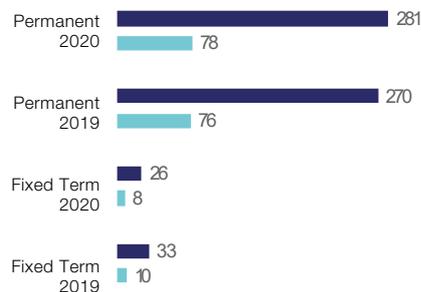
are updated about the most recent Code of Conduct. Meyer Burger has a clear process to deal with alleged breaches of the Code of Conduct. Employees can report any violations to their direct supervisor, the compliance officer, the human resources department or the staff association and employee representation. In Hohenstein-Ernstthal, complaints can be addressed to the head of the legal department or the direct supervisor. As in previous years, no cases of discrimination were reported in 2020.

In 2020 and 2019, the Executive Board as well as the Board of Directors were only constituted by men. We aim for more gender.

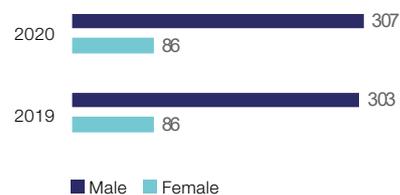
### Employee ratios

Employee headcount per 31 December 2020  
Meyer Burger Germany (GRI 102-8, GRI 405-1)

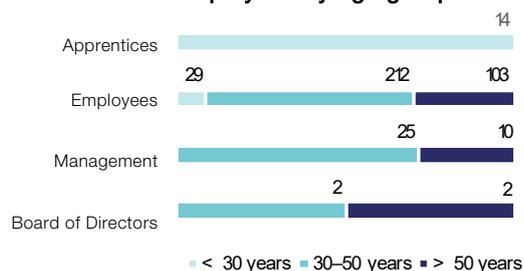
#### By employment contract



#### Employees by gender



#### Employees by age group



## Employee Training and Education

We hire new employees with foresight and provide them with professional training and sufficient time to settle-in, especially during the first three months of employment. This ensures that our employees are specifically qualified and adequately prepared to adhere to their responsibilities.

In addition to recruiting young talents, Meyer Burger also proactively plans for the succession of experienced, long-standing employees. In line with SDG 4 “Quality education”, the company proposes trainings to enable younger employees to build up know-how and keep up with the latest technological developments to successfully face future challenges (GRI 404-2).

All employees discuss their further education and personal development during the annual appraisal interviews. Goals and development plans are usually discussed mid-year and year-end together with the direct supervisors (GRI 404-3).

Due to the recent restructuring, the training and education measures for employees in Thun focused on corporate headquarter functions. Furthermore, due to the COVID-19 pandemic, on-site trainings mostly had to be cancelled, which led to a reduced number of training hours. In 2020, approximately 650 hours were invested in training and education at Meyer Burger Germany. After restructuration and the end of the COVID-19 pandemic, Meyer Burger will re-evaluate and enhance its training and educational

offerings. Accordingly, the number of training hours will significantly increase in the coming year (GRI 404).

## Occupational health and safety (GRI 403)

Once more contributing to SDG 3 “Good health and well-being”, ensuring safe work environments and the health of each employee are of highest importance to Meyer Burger (GRI 403-1). As we place the highest value on compliance with current safety regulations, we comply with local work and safety directives at all our sites. Applying our Code of Conduct, security practices include the respect of human rights policies and procedures (GRI 410-1).

We adhere to our proven operating processes to minimize risks and achieve high levels of process safety (GRI 403-2, GRI 403-3, GRI 403-7). New employees are informed and trained extensively about corporate security regulations and processes (GRI 403-5). Furthermore, we immediately report identified and potential sources of exposure to the responsible person. In addition, all employees are obliged to report potential risks they encounter (GRI 403-4).

In 2020, additional safety measures were taken to minimize health risk through the spread of Covid-19. The thorough implementation of health and safety measures in 2020 contributed to further reduce the sick rate and the number of work accident days. Consequently, in 2020, the injury rate comprised 1.53%.

## Key figures occupational health and safety (per 100 FTEs)\* (GRI 403-9, 403-10)

	Overall*
Injury rate*	1.6
Cases of occupational illness*	0.0
Days missed (due to injuries/occupational illness)*	68.3
Days of absence**	4 835.0

\* Rates calculated using 200,000 working hours (≈ 100 FTEs). There were no fatalities.

\*\* Days of absence include short-time working.

## Retaining high-quality employees

As our workforce is our most important asset, it is key to the company's success to be an attractive employer. In this matter, the company provides various benefits to maintain the employees' well-being and to retain quality workforce. Amongst others, we support our employees' families with a company kindergarten and sick day leaves are also applicable for children's sickness. To balance their family and work life, 22 employees took parental leave in 2020 (GRI 401-3).

Furthermore, to foster employee mobility, we offer free parking, company cars and bikes, and facilitate our employees' travel through the collection of Miles & More points and foreign health insurance. Also, Meyer Burger provides comprehensive retirement provisions. Additionally, Meyer Burger contributes to SDG 3 "Good health and well-being" by offering a company canteen with balanced meal and various sport programs, such as business yoga and open gym facilities (GRI 401-2, GRI 403-6).

## Evolving through talent acquisition

Due to the difficult market situation in the past years, which have led to streamlining and divestments within the group, Meyer Burger strategically had to reduce the number of employees. With the current move towards the new business model and the upcoming ramp-up, the number of employees is expected to increase again.

Meyer Burger remains convinced of the importance of committed and accountable employees. The group not only invests in its talented employees but also recognizes the importance of a continuous succession and talent management planning. In 2021, Meyer Burger envisages to ramp-up module shipment, global sales and marketing organization for PV modules. Also, the group plans to set up a corporate back office to orchestrate decentralized sales, marketing and business development activities. Furthermore, we have been the first in the Saxony to introduce a 5-shift-working-model. While proposing the same salary, we have reduced regular working hours to 32 hours per week. Through this additional regeneration time, we aim to increase our employees' health and motivation. Therefore, additional and qualified workforce will be hired in the course of the next year. In order to secure the next generation of skilled workers, the group is committed to offer internships and apprenticeships to promising young talent.

## Fluctuation and employee satisfaction during COVID-19 and restructuration

With the aim to reduce the negative impact of the COVID-19 pandemic, Meyer Burger resolved to in-

roduce short-time working (Kurzarbeit) at its Hohenstein-Ernstthal (Germany) site and for its sites in Thun and Hauterive (Switzerland) until further notice. These measures are expected to help the group to compensate for the temporary decline in orders. By introducing short-time working instead of layoffs, Meyer Burger retains its highly qualified and trained staff and thus secures their expertise.

In 2020, the employee fluctuation rate for Meyer Burger Germany could be reduced compared to 2019 (2.16%) and comprised 0.30% (GRI 401-1). Through these challenging restructuration times, Meyer Burger always tried to retain its employees wherever possible and was engaged to find socially acceptable solutions for all employees affected by strategic changes and measures.

In Hohenstein-Ernstthal, Meyer Burger is an important employer, training company and partner for local suppliers. As the company was equally prominent in Thun, the discontinuation of production presented major challenges for the local employees. However, the divestment of the PV and specialized materials, wafering equipment and service business to Precision Surfacing Solutions made it possible to secure jobs as well as to retain technological know-how in Thun. We aim to retain local jobs and protect our employees in any situation of strategic change.

In times of transformation, an active and collaborative information exchange within the company is essential. In Thun and Hohenstein-Ernstthal in particular, several informative meetings, newsletters, and the employee app helped employees keep up with the latest news as soon as operational changes are decided to be implemented (GRI 402-1).

Employees were also supported by collective bargaining agreements (GRI 102-41, GRI 407). In Thun, the Swissmem collective employment agreement is in place, in Hohenstein-Ernstthal all employees are part of internal work agreements.

Because of the ongoing changes, no employee satisfaction survey could be done in 2020. As soon, as the situation stabilizes and employees will be settled into their workplace, surveys will be conducted again to assess the employees' spirit, motivation and satisfaction.

## Social Contribution and Supply Chain

The energy production through PV systems is Meyer Burger's core business, featuring a unique and comprehensive portfolio of technologies and equipment, including the manufacturing and interconnection of solar cells. This portfolio is optimally complemented with Meyer Burger's service offering, which plays an

important role in fulfilling the full spectrum of customer needs. With our customer-centric business model, we directly address SDG 11 “Sustainable cities and communities” and SDG 12 “Responsible consumption and production”. (GRI 203-2, GRI 413-1).

### Product Value Added

Ensuring our customers’ health and safety is a precondition for Meyer Burger’s long-term success. All systems and machines are manufactured in compliance with the applicable international and national laws, guidelines and standards. As part of the regular quality management process, they are thoroughly checked before customer delivery. In addition, safety manuals, checklists, risk assessments, inspections and safety reviews ensure that all internal and external health and safety protection regulations as well as individual customer specifications are fulfilled. Customers receive extensive technical documentation, user instructions and optimal support through the global service organization (GRI 416-1, GRI 417-1).

Meyer Burger’s products are technically advanced and innovative. Accordingly, our customers benefit from an extensive range of trainings from basic training to courses tailored to specific customer needs. Those take place at our company locations, directly at the customer’s site or through online tools. Upon request, we also provide customized in-depth product and technology training to our customers. All trainings are reviewed through a written evaluation and customers can access helplines and online support (GRI 416-1).

### Customer satisfaction

Meyer Burger strives for long-term customer relationships. Thus, we maintain an open dialogue to cater to customer needs. This allows us to continuously improve our services and products. Customer feedback is received on a daily basis and is systematically documented so that our teams can follow up effectively. Personal contact with existing and potential customers provides insights into their current and future needs. As an example, in 2020, customer feedback helped us to successfully increase productivity: specific customer feedback prompted an extension of Meyer Burger’s service offering from purely remote support to production and service assistance.

All in all, in 2020, direct contact with our customers – personally and remotely – led to a perceived overall improvement in customer satisfaction. Furthermore, no substantiated complaints concerning breaches of customer privacy nor losses of data were reported (GRI 418-1).

## The Meyer Burger supply chain (GRI 102-9, GRI 102-10)

The basic building block of a solar PV system is the solar PV module. The vast majority of solar PV modules are silicon-based PV modules, with thin-film technologies serving a market niche. Before being sold to end customers, silicon PV modules are produced in four distinct steps. Ultra-high-purity silicon material is first produced in a chemical process. In a next step, liquefied silicon is usually cast or pulled into ingots, which are then sawn into thin slices (wafers). These wafers are then processed to a solar PV cell, a basic unit that is capable to convert solar radiation into electricity. In the fourth step, PV cells are electrically connected, laminated into a transparent encapsulate film and sandwiched by outer protective layers from either glass or polymer film. Modules are then installed on-site together with inverters, cabling, racks and other mountings structures. The PV modules and these auxiliary components make up the PV system. Meyer Burger’s suppliers can be differentiated by product:

**PV cell and modules:** In addition to mechanical and electrical component suppliers for the manufacturing equipment not sourced in-house, Meyer Burger needs suppliers for PV cells, module materials, and components, most of which are expected to come from Europe and Asia. The company aims to employ a multi-sourcing strategy to diversify supply chain risks.

**Production equipment:** The group mainly purchases mechanical and electrical components from third-party suppliers. Meyer Burger strives to be capable of switching to alternative suppliers for each product and for the supply of production materials. Accordingly, the group generally has more than one supplier for any given component.

### Local sourcing and efficient supplier management

Reliable and efficient sourcing of materials and goods directly from manufacturers is a key precondition in order to react flexibly to customer demand. The continuing adjustments in production and operations that started in 2020 present a substantial challenge to sourcing in general.

For transparency reasons, goods and services are procured mainly from local manufacturers and suppliers, which are complemented with European and global sources. Meyer Burger defines local sourcing as taking place within the country of a specific production site. At Hohenstein-Ernstthal, more than 80% of the purchasing volume was bought from local suppliers (GRI 204-1).

Our suppliers are chosen carefully and we strive for a long-term trusting relationship (GRI 414-1). This relationship is characterized by loyalty and openness. With its efficient supplier management, the group can easily identify, assess and develop the right partners to provide quality and flexibility, as well as cost and technology potential. All contracts are awarded based on total cost of ownership and include environmental and corporate responsibility clauses as a passus concerning the suppliers' CO<sub>2</sub>-footprint or its commitment to Cradle to Cradle (GRI 308-1, GRI 407-1, GRI 408-1, GRI 409-1, GRI 412-1, GRI 414-1).

We expect our suppliers to comply with applicable laws, directives and contractual conditions as well as generally accepted sustainability standards. This includes, among other things, compliance with basic labor and human rights and the prohibition of child and forced labor, as well as regulations on safety and environmental protection, money laundering and corruption. Suppliers must provide corresponding documentation of their efforts in these areas. In case of violations, corrective measures are taken immediately and if these measures are not implemented within a reasonable period of time, Meyer Burger reserves the right to terminate the cooperation immediately.

For the moment, Meyer Burger also uses products manufactured in Asia, thus benefitting from a global supply chain. In a middle-term perspective, Meyer Burger is aiming at building a sustainable European supply chain with the intention to increase transparency and reduce transportation-related CO<sub>2</sub>-emission. As an example, the company is currently considering inter-European train transportation solutions. Accordingly, we can ensure to respect human rights conform to our ethical values and promote equal rights along our workforce and society in general, directly contributing to SDG 10 "Reduce inequalities". In this matter, no incidents of violations involving rights of indigenous peoples were recorded in 2020 (GRI 411-1, GRI 412).

### **Stakeholder and community engagement**

We actively engage with our stakeholders and play an active role in our local communities. We are open to dialogue and warmly invite stakeholders to contact us, e.g. through the contacts listed on our website or through public events. Meyer Burger also seeks contact to local authorities, such as municipalities or tax authorities. Especially in the areas of our new production sites in Freiberg, Germany and Bitterfeld, Germany, a close cooperation is essential in the ramp up phase to build a strong foundation for long-lasting constructive relationships (GRI 413).

In 2020, every manager of Meyer Burger Germany was hired in Germany, once more demonstrating our local footprint (GRI 202-2). Furthermore, Meyer Burger is seen as an attractive employee at the German sites, which allows the company to deeply interact with the local community.

### **Approach to tax**

Respecting its core values, Meyer Burger pays its taxes according to the places in which our company operates, thus supporting local communities and complying to the applicable regulations. Embedded within the controlling function and reporting to the CFO, the responsible for taxes also ensures a functioning transfer pricing strategy to ensure that taxes are paid where value is created. Tax risks are assessed on a regular basis and Meyer Burger is in contact with the tax authority to prevent any possible mistakes. (GRI 207-1, GRI 207-2, GRI 207-3).

### **Environmental Protection and Contribution**

Meyer Burger is committed to protect the environment and contributes to sustainable business operations to a maximum extent. Our aim is to use the earth-given resources to meaningfully add value to our society. During this process, we ensure that those resources are either returned to our environment or recycled for further production.

Since increasing the energy efficiency of solar cells and modules helps customers to make a positive environmental impact, sustainable development is literally built into Meyer Burger's innovative products and technologies. To address its own environmental footprint, Meyer Burger continuously improves resource use and energy efficiency at its technology and production sites (GRI 302-4). Furthermore, Meyer Burger recognizes the importance to protect biodiversity (GRI 304-1). In this matter, before start of operation, regional assessments are conducted to ensure the preserve of the local environment (GRI 304). In 2020, no operational sites were owned, leased, managed in, or near to protected areas and areas of high biodiversity value outside protected areas (GRI 304-1).

Meyer Burger emphasizes the importance of following all applicable legal requirements. In 2020, no fines or non-monetary penalties were imposed for non-compliance with environmental laws (GRI 307-1).

### **Energy Footprint and Payback Time**

Solar energy is affordable, clean and available in unlimited quantities. Therefore, it can sustainably decrease the effects of global warming in the long term. Meyer Burger focuses on the ongoing im-

provement of its solar energy technologies to maintain its leading position in the industry and improve the ecological impact of its business activities, products and services.

The energy footprint, i.e., the net energy consumption of a particular product/system over its lifetime and energy payback time i.e., the operation time until a power system has generated the same amount of energy that was originally used to produce it are key drivers for the market of renewable energy systems. For solar PV systems, the energy payback time depends on the geographical location: In Northern Europe PV systems need around 1.5 years to balance their input energy, in Southern Europe it can take less than 1 year. Consequently, over the product lifecycle, Meyer Burger's PV cells and modules can produce 20 times the energy needed for their own production and quickly become energetically profitable (GRI 302-5).

### **Resources and recycling to reduce the environmental impact**

Meyer Burger pursues a double goal: increase the energy efficiency of solar cells and modules while simultaneously offering its customers the lowest total cost of ownership. As innovation is key to achieving these goals, Meyer Burger invests in new technologies that permanently lower the cost per kilowatt hour of solar energy. Also, we only use 100% renewable energies to run our production plants in Hohenstein-Ernstthal, Freiberg and Thalheim (Bitterfeld-Wolfen).

Pollutants can derange the environmental balance through wrong waste disposal (GRI 306-1). Aspiring towards a waste-free production, Meyer Burger is aiming to apply the Cradle to Cradle concept to its production process. Recycling waste, we have already moved a first step in this direction (see table on next page). There were no returned products in 2020. Accordingly, no packaging materials were used for returns or retransfers (GRI 301-3).

Although recycling is very effective, it can happen that lead-particles infiltrate the earth. Therefore, to limit this risk, Meyer Burger produces lead-free PVs. Furthermore, the consistent ongoing development of highly productive equipment of the HJT-technology reduces the use of resources such as energy, cooling water, and process and operation gas and lowers emissions per solar module (GRI 302-4). Resource use in the area of indium tin oxide (ITO) coating was reduced by 25%, while the use of silver was continuously minimized thanks to technological improvements. Also, because of the chosen technology, the emission of solvents is low, especially compared to industry peers. Because no liquid oxygen is emitted during the cell production process, Meyer Burger can achieve an important environmental and competitive advantage (GRI 301).

According to Cradle to Cradle, Meyer Burger has started to work on recycling solutions in collaboration with our partner Luxchem GmbH to allow the reuse of technical nutrients for further manufacturing operations. Furthermore, we are continuously looking to further utilize unusable residual materials from production to limit our waste production (GRI 306-2).

### **Meyer Burger environmental indicators<sup>1</sup>**

Taking care of its environment, Meyer Burger commits itself to reduce CO<sub>2</sub> emissions, limit energy and water consumption and to promote waste recycling. (GRI 303-1, GRI 305). In this matter, the quality standard of effluent discharge has not yet been determined, but is expected to be fixed in 2021 (GRI 303-2). In 2020, 16 402 MWh of electricity were produced with our own PV systems. Due to the introduction of short-time working and extended home office due to the Covid-19 pandemic, the 2020 reported consumption is lower than in the previous years. No water withdrawal nor discharge or any chemical or environmental spills were reported for 2020.

## Meyer Burger environmental indicators<sup>1</sup>

	2020	2019	2018
<b>Energy consumption [MWh]</b>	<b>7 349</b>	<b>9 399</b>	<b>10 199</b>
<b>Electricity [MWh]</b>	<b>4 606</b>	<b>6 456</b>	<b>7 194</b>
<b>Heating and cooling [MWh]</b>	<b>2 119</b>	<b>2 186</b>	<b>2 234</b>
<b>Total fuels for vehicles [hectoliter]</b>	<b>624</b>	<b>757</b>	<b>772</b>
Diesel [hectoliter]	566	683	706
Petrol [hectoliter]	55	61	63
LPG/propane [hectoliter] <sup>2</sup>	3	13	3
<b>Total CO<sub>2</sub> emissions [tonnes of CO<sub>2</sub> equivalents]<sup>3</sup></b>	<b>3 958</b>	<b>5 152</b>	<b>5 147</b>
<b>Scope 1 [tonnes of CO<sub>2</sub> equivalents] (GRI 305-1)</b>	<b>674</b>	<b>660</b>	<b>677</b>
Fuels for heating and cooling [tonnes of CO <sub>2</sub> equivalents]	514	460	472
Fuels for vehicles [tonnes of CO <sub>2</sub> equivalents]	160	200	205
<b>Scope 2 (electricity) [tonnes of CO<sub>2</sub> equivalents]<sup>4</sup> (GRI 305-2)</b>	<b>2 584</b>	<b>2 827</b>	<b>3 150</b>
<b>Scope 3 (business travel) [tonnes of CO<sub>2</sub> equivalents]<sup>5</sup> (GRI 305-3)</b>	<b>700</b>	<b>1 665</b>	<b>1 319</b>
<b>Water use [m<sup>3</sup>] (GRI 303-3)</b>	<b>10 287</b>	<b>13 958</b>	<b>21 090</b>
Drinking water/fresh water	10 287	13 958	21 090
Ground water	–	–	–
<b>Waste water [m<sup>3</sup>] (GRI 303-4)</b>	<b>7 166</b>	<b>10 057</b>	<b>14 962</b>
Municipal sewage treatment plant [m <sup>3</sup> ] <sup>5</sup>	7 166	10 057	14 962
Waste water treatment by third party [m <sup>3</sup> ]	–	–	–
<b>Waste [tonnes]</b>			
<b>Non-hazardous waste [tonnes] (GRI 306-3)</b>	<b>35</b>	<b>126</b>	<b>113</b>
Residual waste to incineration [tonnes]	12	26	32
Composting [tonnes]	–	–	–
Wood (burning) [tonnes]	23	100	81
<b>Recycling [tonnes] (GRI 306-4)</b>	<b>121</b>	<b>127</b>	<b>103</b>
Paper and cardboard [tonnes]	14	36	26
Glass [tonnes]	1	1	–
Metal (mainly aluminum, copper, iron, steel) [tonnes]	107	81	72
Plastic [tonnes]	3	9	5
<b>Special waste [tonnes] (GRI 306-5)</b>	<b>249</b>	<b>474</b>	<b>613</b>
Batteries (recycling) [tonnes]	–	–	–
Waste electrical and electronic equipment (recycling) [tonnes]	2	1	3
Oils, fats, chemicals (mainly aqueous solutions) [tonnes]	257	472	597
Hazardous waste (mainly coolants and slurries) [tonnes]	–	–	13

<sup>1</sup> Due to the materiality of operations in Germany, the environmental data scope is limited to Meyer Burger Germany.

<sup>2</sup> The previous report contained an estimated value for 2019. The volume has thus been restated for 2019. No material effects result from this restatement (GRI 102-48).

<sup>3</sup> Emission categories according to the Greenhouse Gas Protocol. Scope 1: combustion in own facilities/vehicles; Scope 2: purchased electricity; Scope 3: third-party services.

<sup>4</sup> The emissions related to purchased electricity (Scope 2) were calculated using the "location-based approach" of the Greenhouse Gas Protocol Scope 2 Guidance.

<sup>5</sup> The value for 2020 is estimated. The actual value can only be determined after publication of this report.

This report has been prepared in accordance with the GRI Standards: Core option (GRI 102-54). The Sustainability Report is published annually (GRI 102-52). The 2019 sustainability report was published on 31 March 2020 (GRI 102-51). This version reports on the period from 1 January until 31 December 2020 (GRI 102-50), about Meyer Burger Technology AG and all its subsidiaries (GRI 102-45). The Sustainability Report 2020 has not been externally assured (GRI 102-56).

— For all questions relating to the sustainability report, please contact (GRI 102-53):  
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This report has been prepared in accordance with the GRI Standards: Core Option (GRI 102-54). For the GRI Content Index Service, GRI Services reviewed that the GRI content index (GRI 102-55) is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

		Pages/Reference	Reason for Omission
<b>GRI 101: 2016</b>	<b>Foundation</b>		
<b>GRI 102: 2016</b>	<b>General Disclosures</b>		
	<b>Organizational Profile</b>		
102-1	Name of the organization	12	
102-2	Activities, brands, products, and services	12	
102-3	Location of headquarters	12	
102-4	Location of operations	12	
102-5	Ownership and legal form	12	
102-6	Markets served	12	
102-7	Scale of the organization	12	
102-8	Information on employees and other workers	18	
102-9	Supply chain	20	
102-10	Significant changes to the organization and its supply chain	20	
102-11	Precautionary Principle or approach	15	
102-12	External initiatives	14	
102-13	Membership of associations	14	
	<b>Strategy</b>		
102-14	Statement from senior decision-maker	12	
102-15	Key impacts, risks and opportunities	15	
	<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behavior	14	
102-17	Mechanism for advice and concerns about ethics	15	
	<b>Governance</b>		
102-18	Governance structure	12	
102-19	Delegating authority	18	
102-20	Executive-level responsibility for economic, environmental and social topics	12	
102-21	Consulting stakeholders on economic, environmental and social topics	12	
102-22	Composition of the highest governance body and its committees	Corporate Governance Report, "Board of Directors" (p. 36-37)	
102-23	Chair of the highest governance body	Corporate Governance Report, "Board of Directors" (p. 36)	
102-24	Nominating and selecting the highest governance body	Corporate Governance Report, "Changes in the Board of Directors in fiscal year 2020" (p. 39)	
102-25	Conflicts of interest	15	
102-26	Role of highest governance body in setting purpose, values and strategy	12	
102-27	Collective knowledge of highest governance body	15	
102-28	Evaluating the highest governance body's performance	Remuneration Report, "Board of Directors" (p. 54)	
102-29	Identifying and managing economic, environmental and social impact	15, 18	
102-30	Effectiveness of risk management process	15	
102-31	Review of economic, environmental and social topics	15	
102-32	Highest governance body's role in sustainability reporting	12	
102-33	Communicating critical concerns	18	
102-34	Nature and total number of critical concerns	18	
102-35	Remuneration policies	Remuneration Report, "Summary of the compensation system of the Board of Directors" and "Summary of the compensation system of the Executive Board" (p. 51)	

		Pages/Reference	Reason for Omission
102-36	Process for determining remunerations	Remuneration Report, "Board of Directors" (p. 54)	
102-37	Stakeholders' involvement in remuneration	Remuneration Report, "Letter to Shareholders" (p. 50)	
102-38	Annual total compensation ratio	Remuneration Report, "Compensation of the Board of Directors in 2020" (p. 55-56), "Compensation 2020 Realized Compensation" (p. 59)	
102-39	Percentage increase in annual total compensation ratio	Remuneration Report, "Explanatory comments to the compensation table" (p. 60)	
	<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	12	
102-41	Collective bargaining agreements	20	
102-42	Identifying and selecting stakeholders	12	
102-43	Approach to stakeholder engagement	12	
102-44	Key topics and concerns raised	12	
102-45	Entities included in the consolidated financial statements	24	
102-46	Defining report content and topic boundaries	17	
102-47	List of material topics	17	
102-48	Restatements of information	24	
102-49	Changes in reporting	12	
102-50	Reporting period	24	
102-51	Date of most recent report	24	
102-52	Reporting cycle	24	
102-53	Contact point for questions regarding the report	24	
102-54	Claims of reporting in accordance with the GRI Standards	24	
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<b>GRI 200</b>	<b>Economic Topics</b>		
<b>GRI 201: 2016</b>	<b>Economic Performance</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
201-2	Financial implications and other risks and opportunities due to climate change	16	
<b>GRI 202: 2016</b>	<b>Market Presence</b>		
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202-2	Proportion of senior management hired from the local community	22	
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GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
203-2	Significant indirect economic impact	20	
<b>GRI 204: 2016</b>	<b>Procurement Practices</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
204-1	Proportion of spending on local suppliers	22	
<b>GRI 205: 2016</b>	<b>Anti-Corruption</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
205-1	Operations assessed for risks related to corruption	16	
205-2	Communication and training about anti-corruption policies and procedures	15	
205-3	Confirmed incidents of corruption and actions taken	15	
<b>GRI 206: 2016</b>	<b>Anti-Competitive Behavior</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	15	
<b>GRI 207: 2019</b>	<b>Tax</b>		

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GRI 103: 2016 103-1/103-2/103-3 207-1/207-2/207/3 207-4	Management Approach  Country-by-country Reporting	17	
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<b>GRI 300</b>	<b>Environmental Topics</b>		
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GRI 103: 2016 103-1/103-2/103-3 301-3	Management approach Reclaimed products and their packaging materials	17 23	
<b>GRI 302: 2016</b>	<b>Energy</b>		
GRI 103: 2016 103-1/103-2/103-3 302-4 302-5	Management approach Reduction of Energy Consumption Reductions in energy requirements of products and services	17 22, 23 22	
<b>GRI 303: 2018</b>	<b>Water and Effluents</b>		
GRI 103: 2016 103-1/103-2/103-3 303-1/303-2 303-3 303-4	Management approach Water withdrawal Water discharge	17 24	
<b>GRI 304: 2016</b>	<b>Biodiversity</b>		
GRI 103: 2016 103-1/103-2/103-3 304-1	Management approach Operational sites owned, leased, managed in, or adjacent to, protected areas of high biodiversity value outside protected areas	17 22	
<b>GRI 305: 2016</b>	<b>Emissions</b>		
GRI 103: 2016 103-1/103-2/103-3 305-1 305-2 305-3	Management approach Direct (Scope 1) GHG emissions Energy indirect (Scope 2) GHG emissions Other indirect (Scope 3) GHG emissions	17 24 24 24	
<b>GRI 306: 2020</b>	<b>Waste</b>		
GRI 103: 2016 103-1/103-2/103-3 306-1/306-2 306-3 306-4 306-5	Management approach Waste generated Waste diverted from disposal Waste directed to disposal	17 24 24 24	
<b>GRI 307: 2016</b>	<b>Environmental Compliance</b>		
GRI 103: 2016 103-1/103-2/103-3 307-1	Management approach Non-compliance with environmental laws and regulations	17 23	
<b>GRI 308: 2016</b>	<b>Supplier Environmental Assessment</b>		
GRI 103: 2016 103-1/103-2/103-3 308-1	Management approach New suppliers that were screened using environmental criteria	17 22	
<b>GRI 400</b>	<b>Social Topics</b>		
<b>GRI 401: 2016</b>	<b>Employment</b>		
GRI 103: 2016 103-1/103-2/103-3 401-1 401-2 401-3	Management approach New employee hires and employee turnover Benefits provided to full-time employees that are not provided to temporary or part-time employees Parental leave	17 16, 20 20 20	
<b>GRI 402: 2016</b>	<b>Labor/Management Relations</b>		
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<b>GRI 403: 2018</b>	<b>Occupational Health and Safety</b>		
GRI 103: 2016 103-1/103-2/103-3 403-1/403-2/403-3/403-4/ 403-5/403-6/403-7 403-9 403-10	Management approach Work-related injuries Work-related ill health	17 19 19	

		Pages/Reference	Reason for Omission
<b>GRI 404: 2016</b>	<b>Training and Education</b>		
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404-2	Programs for upgrading employee skills and transition assistance programs	19	
404-3	Percentage of employees receiving regular performance and career development reviews	19	
<b>GRI 405: 2016</b>	<b>Diversity and Equal Opportunity</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
405-1	Diversity of governance bodies and employees	18	
<b>GRI 406: 2016</b>	<b>Non-Discrimination</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
406-1	Incidents of discrimination and corrective actions taken	18	
<b>GRI 407: 2016</b>	<b>Freedom of Association and Collective Bargaining</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	22	
<b>GRI 408: 2016</b>	<b>Child Labor</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
408-1	Operations and suppliers at significant risk for incidents of child labor	22	
<b>GRI 409: 2016</b>	<b>Forced or Compulsory Labor</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	22	
<b>GRI 410: 2016</b>	<b>Security Practices</b>		
GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
410-1	Security personnel trained in human rights policies or procedures	14, 19	
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GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
411-1	Incidents of violations involving rights of indigenous peoples	22	
<b>GRI 412: 2016</b>	<b>Human Rights Assessment</b>		
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412-1	Operations that have been subject to human rights reviews or impact assessments	22	
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413-1	Operations with local community engagement, impact assessments and development programs	22	
<b>GRI 414: 2016</b>	<b>Supplier Social Assessment</b>		
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414-1	New suppliers that were screened using social criteria	22	
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GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
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GRI 103: 2016 103-1/103-2/103-3	Management approach	17	
416-1	Assessment of the health and safety impacts of product and service categories	21	
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417-1	Requirements for product and service information and labeling	21	

		Pages/Reference	Reason for Omission
<b>GRI 418: 2016</b>	<b>Customer Privacy</b>		
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418-1	Substantiated complaints concerning breaches of customer privacy and losses of data	21	
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