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Table. 6 Philippine renewable energy buyback scheme

Category	Initial draft	Actual rate	Fluctuation
Hydraulic	0.147	0.142	3.40%
Biomass	0.168	0.159	5.36%
Wind power	0.249	0.205	17.67%
Solar power	0.431	0.232	46.17%

Courteeys ERC, PIDA compiled, 2013/3

2012. The guaranteed buy-back period was 12 to 15 years. The buyback policy offered 0.232USD per kWh for solar energy, and was the highest among all kinds of renewable energy. Total 760MW capacity was approved to fit this tariff in 2011.

The finalized buyback price although lower than the draft version, the power shortage in Philippine seems to boost incentive. Philippine utility price is as high as 0.18USD per kWh, which is the most expensive in Asia. Electricity for industrial use is priced at 0.13USD per kWh, only second to Singapore. Subsidies for renewable energies are listed below. The buyback prices are still attractive for common people.

(5) Vietnam

Vietnam government is very eager to promote renewable energy, but has no specific policies aim at photovoltaic sector. Gurrently, Renewable Energy Action Plan (REAP) and National Energy Development Strategy are major industry drivers. In Q1 2012, the installed capacity was only 1.8MW. About 30% of the installation was small rooftop systems, 35% attributed to telecom operators, and the rest attributed to hospital, school and public constructions.

The initial cost for PV system is very high. Government stipend or bank loans are usually needed. Vietnam government is looking for international opportunities to solve its financial predicament. Switzerland granted 2.43 million USD to help Vietnam's (non-hydraulic) renewable energy project. Besides, World Bank agreed to loan 202 million USD for Vietnam's energy plans.





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5 min. BoD members only receive a fixed compensation based on the responsibilities and time requirement of their function, without any entitlement to performance-related compensation for each function of the BoD is determined annually considering the market compensation trends and companies which operate internationally. The last benchmarking analysis was conducted by Agnès Blust Consulting in financial year 2017/18 based on the following peer companies: Autoneum, Bucher Industries, EMS Chemie, Geberit, Georg Fischer, Landis + Gyr, Logitech, Lonza, OC Oerlikon, Sonova, and Sulzer. The results of the analysis had shown that overall, the compensation of the BoD was slightly below market practice. In view of the evolving requirements on the BoD members' role and considering that the compensation levels of the BoD remained unchanged since 2014 despite being below benchmark, they were increased to CHF 100,000 in cash and CHF 90,000 in restricted shares (previously CHF 90,000 in restricted shares) and the membership fee for the Audit Committee was increased to CHF 20,000 (previously CHF 15,000). The intention is to keep the compensation for his function on the BoD as long as he acts in a dual role as Chair of the BoD and CEO. The compensation paid to the other members of the BoD comprises a cash payment of CHF 100,000 and an award of CHF 90,000 in restricted shares of dormakaba Holding AG. Additional fees are paid in cash for specific functions such as committee chair and/or committee member of the BoD or for performing special additional tasks assigned by the BoD. The compensation system and levels are documented in the BoD compensation directive and are summarized in the table below. The members of the company decide to receive part of the cash payment in the form of shares awarded is calculated using the average closing share price for the last five trading days of the last month of the relevant compensation period. The awarded shares are restricted for a period of three years; this blocking period remains in place if a member leaves the BoD. In addition, a shareholding ownership guideline is in place, requiring Board members to hold a minimum of 500 shares of dormakaba within three years after their election to the BoD.Compensation is paid on a pro rata basis to Board members twice a year. For the term of office from the AGM 2019 until the AGM 2020, the first compensation period ended on 30 April 2020, the second will end on 31 October 2020. Actual expenses incurred are only reimbursed for travel and journeys outside Switzerland or as caused by special additional tasks performed on behalf of and assigned by the BoD. Effective 1 April 2021, the BoD Chair will step down from his dual role and hand over the CEO role to his successor. While compensation for his CEO role will step down from his dual role and hand over the CEO role to his successor. While compensation for his CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will step down from his dual role and hand over the CEO role will be a second from his dual role and hand ove CHF 680,000, of which CHF 360,000 will be paid in cash and CHF 320,000 in restricted shares (following a similar ratio between cash and share compensation as for the expected time and effort required to effectively perform this role and with consideration of the expected time and effort required to effectively perform this role and with consideration of the expected time and effort required to effectively perform this role and with consideration of the expected time and effort required to effectively perform this role and with consideration of the expected time and effort required to effectively perform this role and with consideration of the expected time and effort required to effectively perform this role and with consideration of the expected time and effort required to effectively perform this role and with consideration of the expected time and effort required to effectively perform this role and effectively perform the effectively performance of the effective performance of remuneration levels of defined benchmark companies. The BoD Chair is not eligible to receive any additional committee fees. For the term of office from the AGM 2020 until the AGM 2021 and subject to approval by the AGM 2020, the BoD compensation system will be modified to accommodate the formation of the Nomination and Compensation Committee. The Committee and to be consistent with the existing structure was determined based on the expected level of time and effort required to effectively run the committee and to be consistent with the existing structure for the Audit Committee Upon implementation of the Nomination and Compensation Committee, the individual Compensation and Nomination Committees and their respective fee structures will be discontinued. Assessment of actual compensation paid to the BoD in the financial year 2019/20The actual compensation paid to the BoD for the financial year 2019/20 decreased compared to the previous year (-6%) mainly due to the former BoD Chair still being remunerated until he stepped down at the AGM 2018. Although the change in the compensation levels mentioned above resulted in slightly higher fees overall, all members of the BoD voluntarily and temporarily waived 10% of their basic compensation, starting from May 2020. Therefore, two months of the reporting period (May/June) were impacted by this reduction. At the AGM 2019, the shareholders approved a maximum aggregate amount of CHF 2,390,000 for the BoD for the compensation period from the AGM 2019 until the AGM 2019. included in this Compensation Report (October 2019 - 30 June 2020) is within the limit approved by the shareholders. A conclusive assessment for the entire period will be included in the Compensation Report 2020/21. At the AGM 2018, the shareholders approved a maximum aggregate amount of CHF 2,190,000 for the BoD for the compensation period from the AGM 2018 until the AGM 2019. The compensation effectively paid was CHF 1,820,000 and is within the limit approved by the shareholders. As of 30 June 2020, in compliance with the Articles of Incorporation, no loans or credits were granted to them. Investments held by the shareholders. BoD members or related persons (including conversion and option rights) - if any - are listed here. Page 215 min. The compensation awarded to EC members is a performance-related component that rewards for performance and allows EC members to participate in the company's long-term value creation. The overall compensation consists of the following elements: Annual base salary; Benefits (such as retirement benefits); Short-term incentive; Long-term evaluated using the job grading methodology of Korn Ferry Hay Group. The grading system is the basis for compensation activities such as benchmarking and determination of compensation structure and levels. For comparative purposes, dormakaba refers to external compensation structure and levels. most countries. Overall, these studies include the compensation data of 2,500 technology and industrial compensation data of privately held competitors in the security sector that are compensation data of 2,500 technology and industrial compensation data of 2,500 technology and 2,500 technology and 2,500 technology and 3,500 technol there is no predefined peer group of companies that is used globally. Rather, the benchmark companies were included in the last benchmark analysis conducted in the financial year 2018/19 covering Swiss listed industrial companies of similar size in terms of market capitalization, revenue, and number of employees: Autoneum, Bucher Industries, EMS Chemie, Geberit, Georg Fischer, Landis+Gyr, Logitech, Lonza, OC Oerlikon, Sonova, and Sulzer. As a principle, the compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median
in the relevant national or compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median in the relevant national or compensation paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the market median paid to the EC members must be based on the mar regional market and must be within a range of -20% to +35% of this figure. The variable component of compensation. (= short- and long-term incentives) is targeted to make up for at least 50% of the overall compensation. 1. Annual base salary EC members receive an annual base salary for fulfilling their role. It is based on the following factors: Content, responsibilities and complexity of the function; External market value of the respective role: amount paid for comparable positions in the industrial sector in the country where the member works; Individual profile in terms of skill set, experience, and seniority. 2. Benefits a the EC is international in its nature, the members participate in the benefits plans available in their country of employment. Benefits mainly consist of retirement, insurance, and health care plans that are designed to provide a reasonable level of protection for the participants and their dependents in respect to the events of retirement, disability, death, and illness/accident. The EC members with a Swiss employment contract participate in the occupational pension plans offered to all employees in Switzerland, which consist of a basic pension fund and a supplementary plan for management positions. The benefits offered by the pension fund and a supplementary plan for management positions. companies.EC members under foreign employment contracts are insured commensurately with market conditions and with the legal requirements of the respective country. Further, EC members are also provided with certain executive perquisites such as company car or car allowance, representation allowance, and other benefits in kind according to competitive market practice in their country of employment.3. Variable compensationThe variable compensation consists of a short-term incentive (STI) and a long-term incentive (LTI).3.1 Short-term incentive The short-term incentive is defined annually as a cash payment and aims to motivate the participants to meet and exceed the company's financial objectives, which are defined in line with the Group's strategy. Pursuant to the Articles of Incorporation, the short-term incentive may not exceed 150% of the individual annual base salary for the EC members (cap). Following the "We are ONE company" principle, the individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not on individual short-term incentive paid to the EC members is strictly based on Group and segment financial objectives and not objective paid to the EC members is strictly based on Group and segment financial objectives and not objective paid to the EC members is strictly based on Group and segment financial objective paid to the EC members is strictly based on Group and segment financial objective paid to the EC members is strictly based on Group and segment financial objective paid to the EC members is strictly based on Group and segment financial objective paid to the EC members is strictly based on Group and segment financial objective paid to the EC members is strictly based on Group and segment financial objective pai results and Group results as follows: The business results are compared to the previous year's results to drive a continuous improvement of the business achievements, year after year. The incentive formulas for all EC members are built around the following principle: the short-term incentive consists of a predefined share of profit, which is determined for each function individually, multiplied by a growth multiplier and, for COOs, by a net working capital (NWC) multiplier (see the following illustration). The predefined share of profit is expressed as a percentage of Group net income growth or on the segment's sales growth compared to previous year and is capped at 1.6 in case of substantial growth; the net working capital (NWC) multiplier depends on the segment's change of net working capital. This formula is aligned to the business strategy of profitable growth because it rewards for bottom-line (Group net income or segment EBIT) and, for the COOs, top-line results (sales growth) and an efficient management of the company's financial resources. The calculation of the short-term incentive is based - just as the audited financial statements of the Group - on the actual figures recorded in the financial reporting system. Special effects that have a material impact on the financial results, such as significant acquisitions and divestments or extraordinary results are comparable to previous year. There was no such special effect in the reporting year. For the financial year 2020/21, the short-term incentive formula for the CEO and other EC members in a Group function role (CFO and CTO) will be modified to include both a sales growth multiplier. This modification is intended to harmonize the incentive formulas across the entire EC and further strengthen the accountability for the efficient use of the company's financial resources as well as growth-driven value creation. The new multipliers will be applied in similar fashion to those currently in place for the COOs:3.2 Long-term incentiveThe purpose of the long-term incentive is to give the EC an ownership interest in dormakaba and a participation in the long-term performance of the company and thus to align their interests to those of the shareholders. At the beginning of the long-term incentive plan cycle (grant date), EC members are awarded restricted shares and performance share units of dormakaba based on the following criteria: External benchmark: typical grant size of long-term incentive for a similar function in the relevant market and positioning of the individual's total direct compensation compared to that benchmark. Total direct compensation includes fixed base salary plus short-term incentive plus allocation under the long-term incentive plan. Individual performance: measured against predefined priorities in the financial year prior to the grant, as documented within the performance of the EC members. For each member, a list of individual strategic priorities is determined before the start of each financial year based on the mid-term plan of the Group, segment or function. At the end of each financial year, the individual performance of the member is evaluated against those strategic priorities and will be considered for the determination of the grant size of the long-term incentive in the following financial year. Strategic importance: impact of the EC member's projects on the long-term company's success. Retention: desire to retain the person to the company and to its overall long-term value creation by offering restricted shares and performance share units subject to a three-year vesting period. Based on the above criteria, the CEO formulates a proposal for long-term incentive awards of the individual EC members and other members of Senior Management, which is subject to approval by the Compensation Committee. For the CEO, the Compensation Committee. For the CEO, the Compensation Committee Chair formulates a proposal that is subject to the approval of the Compensation Committee. term incentive at grant may not exceed 150% of the individual annual base salary for the EC members (cap). The long-term incentive award is split into two components: one half is granted in form of restricted shares of dormakaba subject to a three-year blocking period. This component of the award is designed to provide participants an ownership interest in the long-term value creation of the award is granted in form of performance share units of dormakaba subject to a three-year performance of the earnings per share (EPS) and the relative Total
Shareholder Return (TSR) of the company over the three-year performance period. Both performance conditions are equally weighted at 50%. The vesting level may range from 0% to a maximum of 200% of the original number of units granted (maximum two shares for each performance share unit originally granted).TSR is measured relative to companies of the Swiss Market Index Mid (SMIM) - in which dormakaba is included as at 30 June 2020 - and provides for a 100% vesting for median performance. The SMIM was selected as a performance benchmark because of the insufficient number of direct competitors of dormakaba that are listed. Therefore the SMIM as an index of companies of compani Compensation Report 2020/21. The EPS growth target is fully aligned with dormakaba's communicated strategy of organic sales growth, which is to outperform weighted GDP growth by 2% points. The vesting formula for both performance indicators is illustrated below, there is no vesting below the threshold levels of performance: The vesting formula for both performance indicators is illustrated below, there is no vesting below the threshold levels of performance: The vesting formula for both performance indicators is illustrated below, there is no vesting below the threshold levels of performance. has been designed in line with market practice for Swiss publicly traded companies to combine pay for performance compensation principles and no excessive leverage. To reach the target, the company needs to outperform half of the peers in respect of relative TSR and needs to outperform GDP growth by 2% points on the EPS condition. While there is no payout below the threshold levels of performance between the threshold levels of performance is required to reach the cap of 200%. Restricted shares and performance share units are usually awarded annually in September. In case of voluntary termination by the participant or termination without any compensation. In case of termination without cause or retirement, restricted shares remain blocked and the performance share units are subject to a pro rata vesting date. In case of disability, death or change of control, the blocking period of the shares is lifted and performance assessment by the BoD (see also Corporate Governance Report 'Changes of control and defense measures'). The conditions for the award of shares and performance share units are governed by the stock award plans of dormakaba. Shares awarded in recent years have come from treasury shares and to a small extent from conditional capital. The long-term incentive awards are subject to clawback and malus provisions since 2019. In certain circumstances, such as in the case of financial restatement due to material non-compliance with financial reporting or forfeit any granted long-term incentive award (malus provision) or to require the reimbursement of vested shares delivered under the long-term incentive will be completed in the financial year 2021/22 as follows: Grant in September 2020: two-thirds performance share units and one-third restricted shares. Grant in September 2021: 100% performance share units (discontinuation of allocation of restricted shares). 4. Employment contracts of unlimited duration of allocation of restricted shares of unlimited duration of allocation of restricted shares. months. EC members are not contractually entitled to termination payments or any change of control provisions other than the accelerated vesting and/or unblocking of share awards mentioned above. The employment contracts of the EC members may include non-competition clauses for a duration of up to a maximum of two years. In cases where the company decides to activate the non-competition provisions, the compensation paid in connection with such non-competition provisions may not exceed the monthly base salary, or half of the total compensation, for a period of twelve months. 5. Shareholding ownership guideline EC members are required to own a minimum multiple of their annual base salary in dormakaba shares within five years of hire or promotion to the EC, as set out in the following table. CEO300% of annual base salaryEC member 200% of annual base 200% of annual base 200% of unvested performance share units are excluded from the calculation. The Compensation Committee reviews compliance with the share price, the BoD may, at its discretion, review the minimum ownership requirement. 6. Assessment of actual compensation paid to the EC in the financial year 2019/20In comparison to the previous year, total direct compensation (TDC) of the EC decreased by 8%. There are several factors that impacted the level of actual compensation paid to the EC in the 2019/20 financial year, which are summarized below. Changes in EC composition: one EC member left the company at the end of December 2019 and two members stepped down at the end of the reporting period. On the other hand, two individuals are reported on a pro rata basis starting from January respectively April 2020. As part of their on-boarding, these individuals received one-time relocation support. In addition, one individual received a replacement award in lieu of the forfeited compensation at the previous employer. Further details can be found below. Impact of currency exchange rates even when the compensation amount in local currency has remained unchanged. This leads to a slightly reduced compensation in comparison to the previous reporting year, to account for their individual performance and to further align them with market levels. The base salaries of the CEO and the other EC members did not change. Starting from May 2020, the EC members voluntarily agreed to a reduction in monthly base salaries paid out decreased by 2%.STI payout: the STI payout formula is based on performance improvements versus previous year (and not on the achievement of budgeted targets). A payout of 112% of annual base salary (on average) for the EC members reflects the underlying financial performance in the reporting year, especially the obviously lower Group net income which is the main driver of the STI payout for the CEO and EC members with global responsibility (CFO, CTO, CMO). All segments (COOs) achieved a significantly lower profitability compared to the previous year (lower EBITDA and EBIT as well as lower EBITDA margin and EBIT margin). All segments contributed to the negative organic sales growth of the Group. In the reporting year, the STI payout of EC members is 70% of annual base salary on average (previous year 94%).LTI grant in September 2019: to determine the individual grant size, the allocation criteria in place for several years (described under section 3.2) such as individual performance in previous year, strategic importance of the projects under responsibility, position against benchmark and retention need) were considered. Based on those factors, the LTI grant size of two EC members was increased compared to previous year, while it was decreased for one other EC member. For the CEO and the other EC members, the LTI grant size remained unchanged compared to previous year. The strategic priorities of the CEO for financial year 2018/19 (considered for determining the grant size in the reporting year) are detailed below and have been implemented successfully. The replacement awards for the (designated) COO AS AMER relate to the forfeited compensation at the previous employer. The replacement award in equity amounts to CHF 161,063 in PSU to compensate for part of the forfeited LTI at the previous employer. The shares and 5 months and 2 years and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to a blocking period of 1 year and 5 months are subject to 2 years are subject to 3 years a performance conditions used in the dormakaba LTI plan. The blocking period of the shares and the vesting period of the PSU mirror the restriction periods of the outstanding plans at dormakaba (LTI grants 2018 and 2019, vesting in 2021 and 2022 respectively) and broadly reflect those of the forfeited awards at the previous employer. The performance share units granted under the long-term incentive in September 2016 vested in September 2019 based on the EPS growth over the three-year vesting period at a vesting level of 200%. The share price at vesting amounted to CHF 638.50 compared to CHF 735.50 at grant.
Variable compensation forms a major part of total direct compensation (TDC). The percentage of overall compensation paid to the EC as variable compensation in the reporting year was 62% (excluding benefits and social security contributions) and dropped (previous year 32%), which is in line with the compensation strategy to award 30% or more of total compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increases primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase primarily on the long-term incentive compensation by applying increase approved a maximum aggregate amount of CHF 18,000,000 for the EC for the financial year 2019/20. The compensation effectively awarded of CHF 12,442,335 is within the limits approved by the shareholders. This includes the replacement award for the (designated) COO AS AMER in the amount of CHF 517,066. As at 30 June 2020, in compliance with the Articles of Incorporation, no loans or credits were granted by dormakaba to current or former EC members, or parties closely related to them. Investments held by EC members or related persons (including conversion and option rights) – if any – are listed here. Page 3Financial year 2018/19Shares held by BoD and ECAs at the respective call date, the individual BoD and EC members (including related parties) held the following number of shares in dormakaba to achieve the ambition to become the trusted industry leader is to offer innovative and sustainable products, solutions and services. 2019/20 in briefSustainability governance organization strengthened, including new oversight by the Board of Directors16,431 tCO2e saved through energy efficiency projects and green electricity purchases from renewable sources475 suppliers invited to participate in our supplier sustainability engagement program13 Environmental Product Declarations and 45 Health Product Declarations published or renewed80% participation across all job functions and locations in the internal employee engagement survey "dormakaba dialogue" Statement of Commitment on Human Rights published renewed80% participation across all job functions and locations in the internal employee engagement survey "dormakaba dialogue" Statement of Commitment on Human Rights published renewed80% participation across all job functions and locations in the internal employee engagement survey "dormakaba dialogue" Statement of Commitment on Human Rights published renewed80% participation across all job functions and locations in the internal employee engagement survey "dormakaba dialogue" Statement of Commitment on Human Rights published renewed80% participation across all job functions and locations in the internal employee engagement survey "dormakaba dialogue" Statement of Commitment on Human Rights published renewed80% participation across all job functions and locations in the internal employee engagement survey "dormakaba dialogue" Statement of Commitment on Human Rights published renewed80% participation across all job functions and locations are supported by the product of t completed Assessment of our whistleblowing tool compared to the effectiveness criteria on grievance mechanisms from the UN Guiding Principles on Human Rights completed UN-backed "Uniting Business and Governments to Recover Better" statement signed Letter from our Chairman and CEODear stakeholders, Riet Cadonau, Chairman & CEO Without Chairman and CEODear stakeholders, Riet Cadonau, Chairman & CEO Without Chairman and CEODear stakeholders, Riet Cadonau, Riet Ca Covid-19, we are facing a global pandemic that has major negative impact on people and their livelihoods, disrupting supply chains, accentuating potential inequalities and putting progress on the UN Sustainable Development Goals in guestion. From the beginning of the Covid-19 outbreak, we have said that our focus lies on ensuring the health and safety of our employees while at the same time making sure that the impact on business operations and the supply chain is managed and limited as much as possible. Many of our employees have worked under challenging conditions in production, logistics, and services to maintain the supply chain to our customers, others have been working under unfamiliar circumstances in the field or in home office. This crisis illustrates how important sustainability factors like healthy workplaces and social responsibility are for our company and our communities. At the same time, we continue to face a global climate challenge with severe impacts for people and all the natural systems that sustain us. In the face of these interconnected challenges, we cannot afford to tackle one or the other. Human health depends on planetary health. We can - and must - tackle both. And as dormakaba is setting corporate emission reduction targets in line with climate science Based Targets initiative, we remain committed to do our part to achieve a resilient, zero-carbon economy. This is why in May 2020 I have joined other business leaders around the globe in signing the UN-led "Uniting Business and Governments to Recover Better" statement, urging governments to align their Covid-19 economic aid and recovery efforts with the latest climate science and the Paris Agreement. As leaders and as members of our communities, we bear responsibility for our environment and for our colleagues worldwide. We must also acknowledge that sustainability cuts across a variety of topics, business functions, and geographies, which brings its challenges. In order to succeed, we need everyone to contribute in their own way, and we need a strong governance system behind it. To acknowledge this, we have developed and brought into force a Sustainability Charter in the financial year 2019/20, which strengthens the sustainability governance within our company and clearly outlines the responsibilities and contributions expected from all levels of the business, including of the Board of Directors. You can read more on this in the Strategy chapter. We see sustainability as a tangible business opportunity that adds value to our company. Green building activities are growing worldwide and are projected to have more than 10% CAGR from 2018 to 2023, spurred by favorable government policies such as the European Commission's binding energy. efficiency target. We can contribute to greener and safer buildings with our offering. And, by providing more sustainable products, we can meet the expectations of our customers. We have created a carbon emissions inventory detailing the energy in their use phase. This is the first necessary step in developing more energy efficient products for our customers in future, to support their ambitions to construct green buildings. I know I speak for our entire management team when I say that we are once again proud of the progress we have made on sustainability, especially in the face of global challenges and disruptions. Covid-19 has changed many aspects of our lives - in the way we work, we live, how we interact with each other. I am sure we all agree that mastering the fallout of this crisis will be a marathon rather than a sprint. And through this marathon, we will remain committed to fostering sustainable development along our value chain in line with our economic, environmental, and social responsibilities, and to the UN Sustainable Development Goals. Thank you to read more about our efforts in this sustainability report. Sincerely yours, Riet Cadonau Chairman & CEO, dormakaba GroupAbout dormakabaWorldwide presenceOur businessdormakaba makes access in life smart and secure. We are one of the leading companies in the global access solutions and services for anything related to access to buildings and rooms from a single source, dormakaba has distribution channels and production facilities in all of the industries' key markets and will accelerate global expansion through a strengthened presence in Europe, the Americas and Asia Pacific, dormakaba is a growth-oriented company with a strong pool shareholder group that will ensure our long-term strategy. In order to grow profitably and to sustainably create value for all our stakeholders, dormakaba focuses on a clearly defined strategy with the following elements: Providing
a superior offering of products, along with services to meet the needs of customers and their installations along the entire life cycleExpanded presence in existing markets, vertical extension of these markets, and expansion into new marketsAchieving enterprise excellence by improving processes and driving efficiency and competitiveness along the entire value chainLeadership in innovation for superior customer valueActive management of the portfolio of business activities and disciplined pursuit of options for corporate transactions (acquisitions, divestments, joint ventures) Efficient deployment of employees: having "the right people in the right people active into five segments. Access Solutions (AS), which comprises four segments, is structured by region: AS AMER (North and South America), AS APAC (Asia Pacific), AS DACH (Germany, Austria, and Switzerland), and AS EMEA (Europe, Middle East, and Africa). The segment Key & Wall Solutions is globally positioned and consists of the business units Key Systems and Movable Walls. Our value chainOur employees by contract typeEmployees by contract typeEmployees by employees by employees by employees by employees by contract typeEmployees as at 30 June 2020. The total workforce in this scope consisted of 15,472 employees, based on headcount. While the majority of our employees work full-time and on the basis of permanent contracts, 6% have part-time engagements. Over 64% of the employees in this scope are covered by collective bargaining agreements. In addition, dormakaba developed nearly 200 apprentices, trainees and interns, and employed over 660 contract workers at the sites in scope. The other social and all environmental key performance indicators found in this report represent 92% of dormakaba employees as at 30 June 2020, which are located at the 102 sites in the reporting coverage (see Outro for a map of included sites). Page 58 mindormakaba defines sustainability as one of the key success factors to being recognized as the trusted industry leader. That is why sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company's business strategy.dormakaba strives to promote sustainability is one of the two foundations of the company strategy. responsibility toward current and future generations. We commit to an open and transparent dialogue with stakeholders to define strategies and actions based on clear goals and continuous improvements. We adhere to the precautionary principle as the foundation of sustainability. Negative impacts on the environment and health should be avoided in advance to the greatest extent possible by all employees in all business activities. This approach is set out in our Code of Conduct that outlines our values, principles, standards and norms of behavior. MaterialityOur material topics were defined in the course of a comprehensive materiality assessment and are valid for the years 2017-2021. They have been aligned to the four focus areas of our sustainability strategy: Transparency, Process & Production, People and Products. Full details on the materiality process are found in the Outro. Our focus areas Transparency - We are committed to being a socially responsible corporate citizen and to upholding the principles of international conventions, laws and internal rules and regulations. We also expect our suppliers and business partners to adhere to environmental laws and regulations. We strive to ensure a healthy and safe workplace and to safeguard our customers' rights to privacy and security. People - We offer fair working conditions in which our employees can leverage their strengths and build their skills. We foster an engaged workforce where we have the right people in the right roles. Products - We are dedicated to product and solutions, as well as supporting the health and safety of end users through good practice in products. Strategic approach, dormakaba has committed to achieving seven overarching sustainability goals in our corporate strategy as follows: Of which 9 pp. are attributable to increased purchase of green electricity and energy efficiency projects, and the rest due to various factors including the business impact of Covid-19. We are on track with several of our sustainability targets, particularly on our commitment to reduce carbon emissions, and in operationalizing a supplier sustainability audit system. For the latter, we have defined escalation processes for non-compliance of the Supplier Code of Conduct and for non-participation in our supplier engagement program, which we will roll out in the financial year 2020/21. In addition, we have met the target submission requirements of the Science Based Targets initiative (SBTi) as planned. We had also expected to submit our long-term reduction targets for Scope 1, 2 and 3 carbon emissions by September 2020, but the impact of the Covid-19 pandemic has posed challenges in terms of baseline setting. This has been discussed with the SBTi, and we do expect to have the reduction targets validated by them within the financial year 2020/21. Of the further targets set to expire at the end of the financial year 2020/21, namely the aim to increase revenue share of ISO 14001 certified products with environmental and/or health product declarations, we have seen marginal improvements. However, with the implementation of the planned initiatives in the financial year 2020/21, we believe we will achieve or be near achievement of the targets. For both remaining targets, expiring at the end of the financial year 2021/22, we continue to have work to do. Based on current planning, achieving the target related to energy management systems will be particularly challenging. This is due in part as many smaller manufacturing facilities such as local distribution centers or local assembly centers lack the technical know-how and resources for setting up such management systems. In addition, some sites are focusing on other sustainability targets first. Sustainability governanceIn the financial year 2019/20, the sustainability governance and organization were defined in a formal Sustainability Charter, with the aim to improve strategy and resource planning as well as monitoring of progress against targets and accountability across all levels of the company. The most fundamental changes include: The Board of Directors is responsible for reviewing and approving the overall sustainability governance framework, and the Chairperson of the Board is explicitly responsible for monitoring sustainability risks and opportunities. A newly formed Group Sustainability responsible for monitoring sustainability risks and opportunities. representatives of Group and segment business functions relevant to the company's material topics and is chaired by the Chief Executive Officer. An overview of the dormakaba sustainability organization is found below. Further duties, authorities and reporting channels for the various bodies are set in the Sustainability Charter. Sustainability organizationStakeholder dialogue and partnerships dormakaba attaches great importance to regular contact and ongoing dialogue with our stakeholders to be an asset in our ongoing efforts and therefore pursue a goal of creating better mutual understanding based on trust, to enhance our partnerships and collaboration. Increasingly, customers, partners and end users in the building industry are demanded by legislators and investors as well as employees. In order to identify and select stakeholder groups for dialogue, we held workshops with internal experts in the financial year 2015/16. Specific target groups were selected depending on the aims of the stakeholder groups were selected depending on the aims of the stakeholder groups was validated based on input from country managers in the frame of our annual brand tracking survey. In another example, stakeholders for the Human Rights dialogues held in the financial year 2018/19 were selected based on relevance of the job function, such as Health and Safety Managers or authors of related policies such as the Supplier Code of Conduct. In the financial year 2019/20, two sustainability elements were included in the brand tracking survey, namely as to the importance of taking care of the environment, with another 39% stating it was very important to them that access and security solutions suppliers take care of the environment, with another 39% stating it was very important to them that access and security solutions suppliers take care of the environment, with another 39% stating it was very important to them that access and security solutions suppliers take care of the environment, with another 39% stating it was very important to them that access and security solutions suppliers take care of the environment, with another 39% stating it was very important to them that access and security solutions suppliers take care of the environment, with another 39% stating it was very important to them that access and security
solutions suppliers take care of the environment, with another 39% stating it was very important to them that access and security solutions suppliers take care of the environment, with another 39% stating it was very important to them that access and security solutions suppliers take care of the environment, with another 39% stating it was very important to them that access and security solutions suppliers take care of the environment. that they act socially responsible. For both elements, another 30% stated it was somewhat important. The dormakaba brand was associated more positively than other brands in 5 of our 8 product clusters for these two elements. Partnerships External acknowledgments by the assessment firm EcoVadis, placing the company in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company is especially strong in the areas of labor and human rights (top 7%) among other company in the areas of labor and human rights (top 7%) among other company in the areas of labor and human rights (top 7%) among other company in the areas of labor and human rights (top 7%) among other company in the areas of labor and human rights (top 7%) among other company in the areas of labor and human rights (top 7%) among other company in the areas of labor and human rights (top 7%) among other company in the report. CDP requests thousands of companies to report on climate change and carbon emissions management. Our 2019 CDP score is higher than the average score in our assigned sector (C) as well as the CDP worldwide average and the European program average (both C). Page 610 minIn 2015, the 193 countries of the United Nations General Assembly adopted the Agenda 2030, with 17 Sustainable Development Goals (SDGs) and 169 targets at its heart. These are ambitious targets for people, planet and prosperity which require partnerships between

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government, non-governmental organizations (NGOs), businesses and institutions of higher learning to be able to achieve them, everyone should know them. Because less than half of the global population has even heard of them (OECD, 2017), dormakaba aims to increase stakeholder awareness of the SDGs, especially within our
workforce, which we have done through our Enterprise Social Network. As a first step to contribute to the SDGs, we have mapped our defined material topics to the targets of the SDGs. While it is essential to achieve all 17 Global Goals, we can make a substantial contribution to eight of the SDGs by addressing our material topics. We also see the
SDGs as a guide to new business opportunities. Goal 3 - Good health and well-being 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination (Target 3.9). Material Topic: Customer Health & Safety How we are contributing People spend more up to 90% of their time
inside buildings and many indoor environments have pollution levels two to five times higher than outdoor levels. It is therefore our responsibility that our products do not contain hazardous materials used, including those under the
Health Product Declaration and Declare standards, as well as those in accordance with related regulations such as REACH and RoHs. Several products have qualified as testing for low emissions of volatile organic compounds or as "Red List Free". This means they are free from the worst-in-class materials prevalent in the building industry, which
pollute the environment, bioaccumulate to toxic levels in the food chain, and/or are harmful to construction and factory workers. Today, 19% of our products are covered by a Health Product Declaration or similar standard, such as the Declare Label. We continuously work to reduce the use of hazardous materials in our production processes, and our
filter systems ensure that potentially hazardous substances are not released externally. Activities include the substitution of solvent-based paints for water-based paints for waterials in order to prioritize for material substitution. Goal 4 - Quality Education By 2030,
ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university (Target 4.3). By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development (Target 4.7). By 2030, substantially increase the number of youth and adults who have
relevant skills, including technical and vocational skills, for employees with regular vocational training on topics such as lean management, health and safety, and product offerings. We partner with local schools
and universities by offering apprenticeships and internships as well as work-study programs. To raise awareness about sustainable development, we regularly communicate our sustainable development.
have completed at least one eLearning module, compared to 60% in the previous financial year. This positive development was also confirmed by dormakaba employees in the recent employees in the previous internal survey in 2018,
scoring 7 percentage points higher than before. Goal 6 - Clean Water and Sanitation By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally (Target 6.3). By
2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity (Target 6.4). Material Topic: WaterHow we are contributingOur electroplating processes inherently require strong
controls on wastewater treatment, because we are working with metallic ions that need to be captured, consolidated and disposed of properly before discharging the cleaned process water back into the environment. Our biggest challenge is how to most effectively separate the hazardous material and concentrate it into a metals-rich sludge, so as to
minimize total generated mass. At our production facility in Taishan (China), for example, we achieved this through the installation of treatment system to filter out water from electroplating sludge, which is estimated to reduce sludge waste disposal from electroplating by 40%. Further, we have mapped our facilities for the degree of water stress and
scarcity in their communities, with a plan to focus our water reduction activities in those in areas of high-water stress. Other facilities have implemented water-use reduction projects, which include installing grey water recycling systems, and drip irrigation systems. Goal 7 - Affordable and Clean EnergyBy 2030, increase substantially the share of
renewable energy in the global energy mix (Target 7.2). By 2030, double the global rate of improvement in energy efficiency (Target 7.3). Material Topic: EnergyHow we are contributingWe currently source renewable energy for 27% of the locations in the scope of this report (see map in the Outro) and we are focused on increasing our use of
renewable energy as a central component of our strategy to reduce our carbon emissions. This approach aligns with our commitment to the Science Based Targets initiative and the Paris Agreement. In the financial year 2019/20, energy saving initiative and the Paris Agreement. In the financial year 2019/20, energy saving initiative and the Paris Agreement.
facilities to LED lighting systems; upgrading equipment such as air compressors; the optimization of heating and cooling systems (installation of renewable electricity. Goal 8 - Decent work and economic growthProtect
labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment (Target 8.8). Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the
worst forms of child labor (Target 8.7). By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value (Target 8.5). Material Topics: Employment; Human Rights Assessment; Occupational Health & Safety; Freedom of
Association & Collective BargainingHow we are contributingWe are committed to providing our nearly 16,000 employees in terms of healthy working environments, fair compensation and full respect for the ILO core labor standards. We therefore address not only the
safe operation of machines, ergonomic workplaces or the handling of hazardous substances, but also mental health issues including stress, depression and emotional wellbeing and refrain from offering excessively low wages (i.e., wage dumping). We are, however, also committed to further expanding our sphere of influence to our suppliers. This is
why these principles are also enshrined in our Supplier Code of Conduct and are part of our supplier risk assessments. Goal 9 - Industry, Innovation and Infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound
technologies and industrial processes, with all countries taking action in accordance with their respective capabilities, and specifically, reduce the CO2 emission per unit of value added (Target 9.4). Material Topics: Emissions; Materials Topics: 
outlined under Goal 7, we also aim to increase the resource efficiency of our products. An important first step was including a sustainable life cycle approach to product development in our Product Design Manual. We also invest in the development of life cycle approach to product and currently have 38 Environmental Product Design Manual.
(EPDs). To supplement the existing EPDs, we have created a carbon inventory for over 300 products that consume energy in their use phase. We currently offer several products that bring door and the FFT FLEX Green folding door. Goal 12
- Responsible Consumption and ProductionBy 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
(Target 12.4). By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse (Target 12.5). By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature (Target 12.8). Material Topic: Effluents & WasteHow we are
contributingThe generation of different waste streams is an inevitable consequence of our operations. We monitor our waste by treatment method and by waste type. Approximately 68% of the waste stream was recycled, reused or recovered (including raw materials and energy recovery) in the financial year 2019/20. To reduce packaging waste, our
manufacturing facility in Villingen-Schwenningen (Germany) switched various types of wrapping packages to cardboard to reduce material need and saved around 200 kg of packaging foil. Our contributions to the environmentally sound management of chemicals and hazardous materials are detailed under Goals 3 and 6.Goal 13 - Climate
ActionStrengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries (Target 13.1). Improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation, awareness raising and human and institutional capacity on climate change mitigation and adaptive change mitigation a
addition to the initiatives mentioned under Goal 9 and our commitment to the Science Based Targets initiative, we have conducted a climate change wulnerability mapping exercise, based on climate change modelling up to the years 2036-2060. The mapping revealed that 48 dormakaba locations are vulnerable to the physical impacts of climate
extremes and future changes in climate over the next decades, where climate extreme weather or climate events. Twenty-four of these sites were also considered to be of higher relevance due to the number of employees, sales volume or infrastructure values. For these sites, we aim to develop appropriate awareness-raising
materials in the near term, together with local management. Page 7We are committed to being a socially responsible corporate citizen and to upholding the principles of international conventions, laws and internal rules and regulations. We also expect our suppliers and business partners to adhere to similar standards and rules. Fair competition
and Anti-corruptionBy standing up to and rejecting anti-competitive behavior and corruption in all forms, we enhance our stakeholders' trust while securing the basis for future business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN Guiding Principles on Business and Human rights as outlined in the UN G
Rights.read moreSupplier Sustainability AssessmentWe are committed to leveraging our purchasing power to benefit those partners whose values and beliefs align most closely with ours.read morePage 811 minBy standing up to and rejecting anti-competitive behavior and corruption in all forms, we enhance the trust our stakeholders place in us
while protecting our reputation and securing the basis for future business. Why it matters and about how our Compliance team builds awareness of fair competition and anti-corrpution intiatiatives in this interview with our Compliance team builds awareness of fair competition and securing the basis for future business. Why it matters and secure. This can only
be realized if we work together and consistently apply a legal and ethical approach in all matters. Trust and credibility are built over many years but can be lost in a single moment. In particular, corruption and business community. By standing up to
and rejecting anti-competitive behavior and corruption in all forms, we enhance the trust our stakeholders place in us while protecting our reputation and securing the basis for future business. Key activities dormakaba aims to be a trusted global partner and believes our customers' interests are best served by focusing on our company value
"Customer First" and strict adherence to all applicable laws. Illegal business practices, such as corruption, subvert the rule of law and erode trust, while anti-competitive behavior distorts markets and produces inefficiencies. Therefore, we emphasize integrity, governance and responsible business practices, and regard fair competition as the
soundest basis for our growth and corporate success. As a member of the UN Global Compact, dormakaba has committed to not only avoid bribery, extortion and other forms of corruption, but to develop related policies and specific programs, both internally and within our supply chain.dormakaba Code of Conduct & Directivesdormakaba sets a clean
tone from the top regarding compliance by providing guiding documents and training to all employees. Principles of antitrust regulations, anti-corruption and ethical business dealings, for example, are part of our Code of Conduct (CoC). The dormakaba CoC is binding for all our employees and management. It is each employee's responsibility to
comply with laws and internal regulations as per the CoC. The respective manager is responsible for ensuring that employees know regulations and understand expectations. In the course of the recruitment and onboarding process, new employees receive and acknowledge the dormakaba CoC. Group Compliance publishes new Directives on
compliance-relevant topics and manages internal communication of any related publications and topics. Functional owners of the Directive and published the Group Directive Antitrust which came into effect during the financial year
2018/19. As part of the rollout program, the focus in the financial year 2019/20 was on internal communication and the global antitrust training initiative (see below section on increasing awareness). Reporting misconduct & grievances The CoC outlines the standard procedure for reporting grievances and/or breaches of law. As a first step, any
employee should ideally contact their direct manager. Subsequently, the matter may be escalated to the local HR function, Group Legal or Group Compliance. Reporting channels dormakaba strives to create a culture where employees speak up and are encouraged to address concerns as outlined in the above-mentioned process. On matters of
transparency, the respective manager is encouraged to contact Group Compliance directly. Group Compliance and may include direct legal
advice, the involvement of external experts, internal investigations, or the development of workshops or customized training. If necessary, Group Legal and Group Compliance will involve the CEO and/or other relevant members of the Executive Committee. Although employees are encouraged to speak up, potential whistleblowers may want to stay
anonymous for various reasons. Group Compliance implemented an integrity line (whistleblowing tool) in the financial year 2018/19, allowing dormakaba employees and third parties (e.g. customers or suppliers) to submit notifications about potential violations of laws and threats to our reputation. The dormakaba whistleblowing tool is available
globally 24/7 and is offered in various languages. Identifying & addressing risks Antitrust and corruption risks are identified top-down and bottom-up. Risks can be addressed in the company's risk model as part of the global risk management process which is conducted every six months. Within our risk evaluation process, the segments can address
risks, including any perceived gaps within the internal organization and processes. Segment management can also address relevant issues to Group Internal Audit or through third-
party support) with a focus on bribery and corruption matters. Triggers include hints from whistleblowers (received through anonymous letters, e-mails or further whistleblowing reports), from the organization itself, from impressions during on-site visits, external factors, or regional risk factors. Regarding anti-corruption, Group Internal Audit
integrates the Corruption Perceptions Index (CPI), an index developed by Transparency Internal audit plan. Procurement and Sales functions, as well as processes, are regularly subjected to internal audits. In each standard audit engagement, Group Internal Audit verifies whether the principle of
segregation of duties is maintained. Furthermore, risks are identified and addressed in the course of advising the business or in training sessions. Increasing awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training awareness through training sessions. Increasing awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training activities dormakaba aims to ensure compliance with applicable laws by strengthening awareness through training activities dormakaba aims to ensure a strengthening activities are also activities and activities are also activities are also activities and activities are also activities are also activities are also activities and activities are also activities are also activities are also activities and activities are also activities and activities are also acti
requirements will help avoid breaches of laws, negative financial impact to the company and safeguard our reputation. Group Compliance liaises with segment management about the training initiatives within their segments. The latter can then
give feedback on the training strategy or indicate whether training content should be adjusted based on the local setting or local legislation. Our goal is to train every employee on our Code of Conduct (CoC) and we have accomplished this for current employees in the 2017/18 and 2018/19 financial years. As the basic rules of fair competition and anti-
corruption are part of the CoC, almost all employees have been introduced to these general principles. Dedicated antitrust and anti-corruption training is provided to management and employees of relevant functions. The Group-wide antitrust training is provided to management and employees of relevant functions. The under the corruption training is provided to management and employees of relevant functions.
eLearning module and live training workshops to increase internal awareness and knowledge on antitrust issues. The relevant target group for antitrust training (e.g., Sales, Procurement, General Management) was identified and then assigned the eLearning module, which was made available in different languages. More than 1,000 employees
worldwide have participated in the eLearning. In addition, more than 30 classroom trainings were conducted globally by Group Compliance, with participation for the rollout of the new Group Directive Anti-Corruption, a global anti-corruption training concept to the rollout of the new Group Directive Anti-Corruption, a global anti-corruption training concept to the rollout of the new Group Directive Anti-Corruption, a global anti-corruption training concept to the rollout of the new Group Directive Anti-Corruption, a global anti-corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training concept to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption training to the rollout of the new Group Directive Anti-Corruption trainin
was developed and presented to the Executive Committee. This included in eight languages, and its pilot launch. Face-to-face and/or virtual classroom trainings are also included in the training concept. The target group will include management and employees from Sales and Procurement, among others. Our
performanceMilestones of Group Compliance's work in the financial year 2019/20 include the antitrust training module for anti-corruption and the rollout of the global whistleblowing system. It was the first year of implementation of the whistleblowing tool, which allows employees and
third parties to disclose possible misconduct globally and anonymously. Through all reporting channels, including the whistleblowing tool, 19 incidents have been reported and thereafter investigated in the financial year 2019/20. This is twice as many as the previous financial year. Whistleblowers using the online tool receive a first response within 2-
3 days and are provided with regular updates on their case, if a postbox allowing anonymous communication has been taken. Four incidents remain under investigation as at 30 June 2020. An overview of activities is shared with the
senior management, including in the annual Compliance Report, which is discussed with the Audit Committee in detail. The Board of Directors then approves the Compliance Report based on the recommendation of the Audit Committee.
mechanisms provided by the UN Guiding Principles on Business and Human Rights. The results of the assessment are found in the Human Rights Assessment are found in the Human Rights Assessment are found in the Human Rights. The results of the assessment chapter. With operations in over 50 countries, it is vital that dormakaba complies with all applicable laws and regulations at the local, national and international level. Compliance with laws and
regulations is a key factor for the sustainability of our business. We confirm that there were no legal actions pending or completed for anti-competitive behavior in the financial year 2019/20 known to us. OutlookIn the financial year 2020/21, dormakaba
Group Compliance aims to roll out the Group Directive Anti-Corruption and to launch the antitrust training initiative will also continue with additional classroom trainings. Group Compliance topics
related to fair competition and anti-corruption are critical to the success of the initiatives of the Compliance team at dormakaba. How do you go about this? Our dedicated awareness campaigns in both areas include trainings (eLearnings and live workshops). Our aim is to offer comprehensive tailor-fit trainings to enable our colleagues to take
appropriate decisions themselves. We do not want to train every employee and that is why identifying the right target group is very important for us. This is a task in which Group Compliance has always been strongly supported by our HR colleagues globally. In the financial year 2019/20 we were able to bring our international collaboration to the
next level by expanding the compliance Ambassadors for all segments. What kinds of things are Compliance Ambassadors responsible for? Group Compliance Ambassadors are dedicated colleagues from the HR
and Finance departments that assist us with this task. Not only are these business functions well-connected within their respective organizations, many compliance topics have a link to these two departments - HR because we deal with individual behavior, and Finance when it comes to topics like corruption or fraud. However, the Compliance
Ambassadors support Group Compliance in all aspects of minimizing compliance risks for dormakaba acknowledges the responsibility to respect human rights as outlined in the UN Guiding Principles on Business and Human Rights (UNGP). Why it matters In today's ever more interconnected and globalized
world, there is increasing public focus on how companies are respecting human rights in their operations as well as through their business relationships across value chains. That means demonstrating that they are not harming the fundamental dignity and welfare of people as they go about their legitimate work and generate the jobs, wealth and
growth that benefit all communities. Human rights are rights inherent to all human beings, irrespective of nationality, place of residence, sex, national or ethnic origin, color, religion, language or any other status. Above all, human rights are interrelated, interdependent and indivisible. As a global company with highly complex supply chains,
dormakaba is exposed to increased risks of being directly or indirectly linked with human rights violations. We therefore treat the respect of human rights as a priority and require our business partners to do the same. Key activities Our human rights commitment was published in the financial year 2019/20 in the form of the dormakaba Statement of
Commitment on Human Rights. It was elaborated based on a gap assessment, stakeholder consultations and the salient issues identified (see details in the following section) and approved by our Chairman and CEO, Riet Cadonau. In prioritizing these salient issues, dormakaba recognizes that some groups may be at greater risk of negative human
rights impacts due to their vulnerability or marginalization. We also recognize that the evaluation of the severity of potential impacts may change and that other issues may grow in importance over time. We will therefore regularly re-assess salient issues and human rights risks based on internal and external stakeholder feedback and expert
judgments. In line with the "Protect, Respect, Remedy" Framework provided by the UN Guiding Principles on Business and Human Rights, dormakaba recognizes the important role the company has in respecting human rights. We are guided by international human rights.
frameworks, which include but are not limited to the UNGPs, the Universal Declaration of Human Rights (UDHR), the International Covenant on Civil and Political Rights, the Core Labor Conventions of the International Labor Organization (ILO) and the OECD Guidelines for
business to proactively assess, identify, prevent and mitigate actual and potential adverse human rights impacts on potentially affected rightsholders across the value chain. We also use HRDD to identify where we can better support and promote individuals' ability to live and exercise their fundamental human rights. We have defined the following
as on various local dormakaba websites. Internally, the document was shared with all members of the Executive Committee and made available on our social intranet. The animated film takes the viewer through explanations of what saliency means
via a formal human rights saliency assessment conducted in the financial year 2018/19 in accordance with the UNGPs. This included consultations with 20 key internal and external stakeholders including human rights experts, customers and suppliers, which generated a focused list of salient human rights issues for dormakaba and formed the basis
for the company's Statement of Commitment on Human Rights, which came into effect in August 2019. The stakeholder consultations were focused on the potential gross risk of human rights impacts on rightsholders, as opposed to a standard risk assessment approach, which looks at the risk to the company. The company's current management of
human rights-related topics were not evaluated. In other words, saliency was defined based on the inherent human rights risk, without reference to how well our company's leverage and the potential severity of impact.
Severity here is defined by the scale, scope and remediability of the potential human rights issues (in alphabetical order) defined below: Given the challenges of limited transparency
in the value chain, our salient issues will be analyzed in more detail through human rights impact assessments in high-risk areas in order to develop appropriate measures. In the financial year 2019/20, we committed to carrying out such a human rights impact assessment based on the phase model below. Phases of a Human Rights Impact
AssessmentTo gain a better understanding of migrant workers' risks and vulnerability at dormakaba, we carried out a survey to examine where we employ migrant workers, what type of work they came from and whether recruitment agencies were doing, which countries they came from and whether recruitment agencies were used in the recruitment process. We then compared the results to
migrant workers risk index provided by Verisk Maplecroft. We found that we employed around 600 foreign workers in 12 countries categorized as high or extreme risk for migrant worker profile is considered more vulnerable to
exploitation than office workers. We also examined the countries of origin of the foreign workers, excluding migration patterns from industrialized nations to emerging nations from the analysis. In only three countries - Malaysia, Russia and Taiwan - we were using third-party recruitment agencies, which was another indicator of potential risk. To
round off the scoping for the HRIA (Phase 1 & 2), this data was supplemented by occupational health and safety indicators such as whether hazardous materials or production processes were used, as well as the types of potential human rights issues in the supply chain that are linked to the materials used in the manufacturing of our products by
location. Based on the analysis, the geographical scope for the HRIA was set for Malaysia and Singapore. To complete the preparation (Phase 3), we hosted kick-off meetings with local management and relevant job functions for these locations and set up local coordinators to support the project. Further, we consulted local sales and procurement
teams to develop a business stakeholder map and consulted with local NGOs to further develop our stakeholder map and to gain insight on local context. We were unable to complete Phase 4 as planned in April 2020 due to the Covid-19 pandemic but we aim to do so in the financial year 2020/21, should travel restrictions allow. Integrate findings and
take appropriate actionBased on the human rights-related risks and impacts identified, dormakaba will develop prevention and mitigation measures integrated into company operations, training programs, policies and management systems. This will be achieved through the implementation of a human rights roadmap which was established in the
financial year 2018/19 and approved by the Executive Committee in the context of the HRDD process development.dormakaba is committee to a continuously improve its HRDD. Where our ability to influence potential human rights issues is limited, we strive to enhance leverage through
(industry) collaboration and partnership with key stakeholders, including employees, suppliers, civil society organizations and businesses partners to prevent or mitigate negative human rights are respected in the
value chain through a system with concrete targets and key performance indicators monitoring the implementation of the human rights of our actions on the human rights of potentially affected rightsholders. In addition, dormakaba issues an annual Modern Slavery
Statement pursuant to Section 54, Part 6 of the UK Modern Slavery Act 2015. The statement sets out the supply chains or any part of the business. Respect for human rights is an integral part of our global sustainability strategy and through the new
Statement of Commitment on Human Rights, we commit to transparently report on the progress of our efforts in our annual sustainability report as well as through the annual Modern Slavery Statement to publicly account for how human rights issues are addressed. Remediating adverse impacts Access to grievance In the financial year 2019/20, the
dormakaba whistleblowing system and tool were evaluated by an external party for conformity to the effectiveness criteria are:LegitimateAccessiblePredictableEquitableTransparentRights-compatibleSource of Continuous LearningBased on
Engagement and DialogueGenerally, the criteria of Legitimate, Predictable, Equitable and Rights-compatible were met well. Considering that the whistleblowing system has been improving the mechanism) and Based on Engagement and Dialogue
(i.e., a feedback mechanism for users regarding the processes of the system itself) could not yet be fully assessed. For the target group of dormakaba employees, the grievance mechanism also met the Accessibility criteria well. A description of our reporting channels is included in the dormakaba Code of Conduct and a communication campaign was
launched, including print media (poster campaign) for local implementation to reach production workers. The assessment was also intended to be a source of continuous learning and for evaluating areas for potential improvement, e.g. such as raising awareness of the system for other intended users such as external business partners, suppliers, etc.
Accessibility for external users who are unable to read or have no internet access is by the very nature of a web-based tool more challenging. In the planned Human Rights Impact Assessment, we will evaluate if and how to prioritize potentially vulnerable groups and identify potential measures to ensure the whistleblowing system is effective and
accessible for them. These groups may be related to our already identified salient human rights issues and could include, for example, outsourced workers, migrant workers, employees in the supply chain, etc. To raise more awareness of the whistleblowing system within the supply chain, informational materials on the Supplier Code of Conduct will
be amended to include it. Access to remedyWhen adverse human rights impacts are uncovered due to our business activities or from linkages to our operations, we are committed to taking timely and transparent action to remediate in a fair and equitable manner in line with the UNGPs. Where we find impacts linked to our business relationships, we
will use our influence to encourage suppliers and business partners to respect human rights. Our performanceAs regards our approach towards human rights, our biggest achievement in the financial year 2019/20 were the migrant workers' risk assessment, as part of our Human Rights Impact Assessment scoping phase, and becoming a member of
the Responsible Labor Initiative. However, the biggest challenge of limited transparency in the upstream and downstream value chain remains. This is especially true at the mineral extraction stage or in terms of improper use of our products by end users. This is why we have planned to conduct a supply chain traceability project
in the financial year 2020/21. OutlookIn the financial year 2020/21. OutlookIn the financial year 2020/21, we will focus on completing the Human Rights Impact Assessment, should travel restrictions allow. A key focus will be to further assess the salient issues of conflict and child labor through the supply chain traceability project mentioned above. We will also integrate sustainability and
human rights objectives in performance management for main contributors to these strategies in line with the newly defined Sustainability Charter. In addition, we will also start developing a Zero Recruitment Fees policy. Page 109 minTo further developing a Zero Recruitment Fees policy. Page 109 minTo further developing a Zero Recruitment Fees policy.
suppliers and trading partners in our endeavor to foster sustainable development. Why it matters the believe sustainable supply chains ensure the well-being of the people and environments they procure from, while seeking to grow the business through ethical and legal business practices. dormakaba is therefore committed to leveraging our
purchasing power - where we have it - to benefit those partners whose values align most closely with our Procurement Development and Training Manager, Thiri Kay Khine. Read interview Key activities The rise of supply chain transparency
legislation points to the increasing mandate that a company must be aware of the economic, environmental and social dimensions of its supply chain is large and complex, which poses a challenge in this regard. Global purchasing volumes with external
vendors correspond to approximately 48% of total sales, making the company's procurement strategy highly relevant to achieving our financial and sustainability targets. The number of active suppliers for goods and services is approximately 26,500 focused in Europe (50%), North America (20%), and Asia (13%). The dormakaba Supplier Code of
Conduct (SCoC) outlines our requirements with regard to human rights, fair working conditions, environmental responsibility and business ethics, among others. It is integrated in our online bidding system and is further part of our standard supplier contracts. To ensure our requirements with regard to human rights, fair working conditions, environmental responsibility and business ethics, among others. It is integrated in our online bidding system and is further part of our standard supplier contracts. To ensure our requirements with regard to human rights, fair working conditions, environmental responsibility and business ethics, among others. It is integrated in our online bidding system and is further part of our standard supplier contracts.
focuses on three areas:Identifying supply chain risksSupplier on-site auditsIdentifying supply chain risksdormakaba has defined a target group for sustainability assessment based on identified sustainability risk factors - such as origin country and the material content of the goods purchased. The latter refers to material
compliance topics that are included in the European Union's REACH regulations and RoHS Directive. Suppliers over a certain procurement threshold were taken into consideration as part of the categorization work. To determine sustainability risk factors on a country level, the impact assessment and hotspot analysis we conducted in the financial regulations.
year 2017/18 were used as a baseline. The hotspot analysis identified the following sustainability topics as being of highest relevance in the supply chain: (1) Energy and Emissions; (2) Effluents and Waste; (3) Occupational Health and Safety; (4) Materials; (5) Training and Education; (6) Freedom of Association; (7) Human Rights. For these high
impact topics, any supplier from countries listed as high-risk was included in the sustainability assessment. Supplier categorization for sustainability assessment Supplier off-site assessments in our sustainability management. Supplier categorization for sustainability assessment in our sustaina
in assessing the sustainability performance of our suppliers, dormakaba has partnered with a leading provider for monitoring sustainability in global supply chains called EcoVadis to reduce supplier risk and support supplier development. The assessment covers 21 sustainability criteria across four themes (environment, labor and human rights
ethics, sustainable procurement). We apply a comprehensive self-assessment for all potential new suppliers as part of the supplier qualification process. This general self-assessment includes basic sustainability elements, such as management practice related to social benefits, formal employee suggestion programs, and environmental management
systems. The self-assessment questions related to sustainability will be regularly assessed and improved based on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends. Supplier on-site audits on changes in our sustainability strategy and regulatory trends.
Among these, sustainability topics such as internal Code of Conducts (CoCs), the dormakaba SCoC, and labor, health and safety and environmental standards are checked. Auditors are asked to check documentation on internal CoCSignature of the
performance. This risk assessment results in a score ranking, indicating the frequency of auditing required for the relevant supplier. In the financial year 2019/20, we conducted on-site audits for 65 suppliers in China, Malaysia and India. As regards sustainability criteria, the main gap identified was a lack of energy use reduction strategies. Our
performanceIn the financial year 2019/20, we made significant progress in our supplier off-site assessments in collaboration with EcoVadisDevelopment of procedures in three key areas: Scaling up supplier off-site assessments in collaboration with EcoVadisDevelopment of procedures in three key areas: Scaling up supplier off-site assessments in collaboration with EcoVadisDevelopment of procedures in case of non-participation or non-complianceTraining of procurement employees on sustainability and the
join the assessment in a series of three waves. Prior to the launch of each wave, a kick-off was held to explain the process in detail to all local buyers with invited suppliers. Unfortunately, 218 suppliers did not participate, either not responding to the invitation at all or refusing to participate, mainly due to the assessment fee. As at 30 June 2020, 171
suppliers were still under assessment, as we had extended deadlines in light of the Covid-19 pandemic. Of the 86 assessed suppliers, eleven were identified as having significant actual and potential negative social impacts in terms of labor and human
rights. Overall, 35% of assessed suppliers achieved a bronze, silver or gold rating by EcoVadis, considered as moderate or advanced performance. However, the majority of assessed suppliers (62%) had only partial performance. However, the majority of assessed suppliers achieved a bronze, silver or gold rating by EcoVadis, considered as moderate or advanced performance.
these suppliers as a result of the assessment, nor were any business relationships terminated. The experiences and lessons learned, particularly on supplier's reasons for refusing to be assessed, were considered in the development of procedures for non-participation and non-compliance. Overall score distribution procedures in case of non-participation and non-compliance.
participation or non-complianceIn the financial year 2019/20, we developed procedures and process flows for auditing rules and corrective action plans in terms of sustainable development clause in contracts for new suppliers and for
existing suppliers in the course of contract renewals. The sustainable development clause establishes and describes the suppliers' obligation to participate in and pay for off-site assessments and/or on-site audits, and to commit to and implement an improvement plan if performance is below our defined benchmarks. At the beginning of the suppliers
relationship, the supplier is presented with the dormakaba SCoC for signature. Suppliers refusing to sign the EcoVadis off-site assessment, further actions are determined by their assessment score. For suppliers with bronze, silver or gold level
further reassessments are required in three to five years. For suppliers with partial performance, an annual reassessment is required, and an improvement plan is defined within the EcoVadis system. Refusal to participate in an off-site assessment score is
insufficient are shortlisted for on-site audit. A corrective action plan is defined in the course of the on-site audit, with a one-year implementation. Additionally, a Responsible Procurement Steering Committee will be formed to take decisions on a case-by-case basis for
special circumstances, such as when dealing with monopoly suppliers' internal CoCs, acceptance of sustainability assessments by providers other than EcoVadis, and monitoring and evaluation of suppliers' internal CoCs, acceptance of sustainability assessments by providers other than EcoVadis, and monitoring and evaluation of suppliers listed as blocked or in active elimination due to sustainability performance. Training of procurement employees To raise
more awareness of the process and sustainability in general across the procurement organization, a dedicated procurement training manager developed a training in a two-pronged approach. One training module was to raise general sustainability awareness (sustainability context, sustainability at dormakaba, sustainability in procurement), and
another module was specifically focused on the supplier sustainability procurement targets, risk categorization of suppliers, EcoVadis assessment process). Participation in the latter was mandatory for our procurement organization, and for the first module employees from HR, operations, product development, controlling the controlling to the first module employees from HR, operations, product development, controlling the contr
sales and marketing were also invited to participate on a voluntary basis. As at 30 June 2020, over 400 employees participated in the general sustainability training did an excellent or very good job at improving their understanding of
sustainability and 59% were very likely to recommend the module to others. In addition, 53% of the procurement organization took part in the EcoVadis assessment module. Of those giving feedback, 48% felt the training was extremely useful in preparing to face any objections from suppliers who refuse to participate in the EcoVadis assessments.
Participants also expressed the need for greater understanding of the consequences for suppliers for non-participation, which we will address in the upcoming financial year 2020/21, aiming to complete the
assessments launched in the financial year 2019/20 and to invite around 500 suppliers to be assessed. We will also roll out the abovementioned procedures in case of non-participation or non-compliance and continue the training initiatives. You have recently launched a sustainability training program for your procurement colleagues and quickly
awareness on the topic of sustainability touches every aspect of our business and covers a wide spectrum of topics, so the toughest consideration for me was to develop a general overview that has sufficient breath on the
Why (context, risk and benefits) and What (strategy framework) while adding extra depth on the How (procurement process). I reflected on the flow to engage the Heart (emotional), Head (rational analytical) and Hands (practical) of the learner. Creating the module captivated me, as I was really motivated to make a difference on this topic, which I
and final product. Our procurement colleagues are our frontline with our suppliers, therefore training would provide them with the understanding, knowledge and vocabulary to convince and collaborate with suppliers to make the best choice for dormakaba, and all our stakeholders. I believe if you were the owner of this business, you would be very
attentive to sustainability and you would want to protect your business for the current and future generations. We employees are the heart of our planet. Therefore, training is critical to empower our colleagues, to help
people understand that what happens in the greater organization lies in the hands of every one of us. The decisions that my colleagues and I make each day impacts the business and that we have a great sense of responsibility
towards our business and our stakeholders. What was some of the feedback you received after the training has the key advantage to touch many employees simultaneously and create a sense of bonding, especially in this time of the Covid-19 pandemic, to reflect on how we can continue to build a resilient sustainable business
model. It is very heartwarming to receive feedback from many colleagues who mention how happy they are to learn that our company shares the same values as them on saving and for our colleagues and even expand to our supplier network
Sustainability covers a lot of topics, so we could break it down into different competence areas and find ways to share the information in small chunks with the right audience. In procurement, we have a tracking tool to evaluate our Procurement KPIs also for
sustainability. Page 11ENERGY - Repair of leaks in the air compressor system, installation of new boiler for the heating system in Indianapolis, and Huntsville; Setup of a new procedure to shut down machinery overnight in Mesquite. WATER - Overhaul of parking lot and loading
areas, to include a redesigned storm drain system that redirects runoff to an adjacent grassy field in Dyersville, increasing infiltration and retention and
water treatment plant would otherwise use to supply us with treated water, which is unnecessary for the cooling process. WASTE - Elimination of Styrofoam take-away containers and a new process set up to launder personal protective equipment rather than purchasing disposable variants in Indianapolis; Implementation of a recycling program in
Kansas City, which has reduced landfill waste by at least 30%; Installation of a filtered water system to eliminate disposable water use in Mesquite. OCCUPATIONAL HEALTH & SAFETY - EHS weekly toolbox talks, safety improvement cards, employee suggestion box, sharing of near miss reporting in monthly meetings; and recognition program for
employees that go beyond their normal job tasks to make their workplace safe in Indianapolis; Training on the new Lazersafe systems, which were installed on all press brake machines as an improved quarding system in Phoenix; Overhaul of the Behavioral-Based Safety (BSS) System to have more interactive root-cause analysis and develop
solving techniques together with employees in Dyersville. The program generates engagement in the form of actionable hazard identifications each business day. Page 1216 mindormakaba seeks to reduce the environmental impact of production and to adhere to environmental laws and regulations. Why it matters Every business, government and
individual has a role to play in meeting the goals of the Paris Agreement. For our part, dormakaba aims to reduce our energy consumption and related emissions. We use the latest scientific knowledge to guide a sound management approach. Our energy-intensive processes include melting, and aluminum and zinc die casting. We use these materials
to manufacture numerous products including hotel and high-security locks, door closers, fittings and door handles. Find out how we are moving from an energy producer in this interview with William Lee, our Senior Manager Operations, dormakaba Movable Walls APAC. Read interview Key activities dormakaba seeks to reduce
the environmental impact of production and to adhere to environmental laws and regulations. We focus on improving our management of environmentally related processes and on monitoring our waste disposal and recycling
rates. Environmental management is embedded at both the Group and local levels of our various production locations. Several locations have environmental management into their quality assurance processes. Our environmental management covers the following aspects: Energy and
emissionsWater and effluentsWasteEnergy and emissions fuels, is one of foosil fuels, is one of foosil fuels, is one of today's biggest challenges. dormakaba has signed a commitment letter to the Science Based Targets initiative to set a science-based, Group-wide carbon emissions reduction target by September
2020. The company has signed a commitment letter to the Science Based Targets initiative (SBTi) to set a science-based, Group-wide carbon emissions reduction target, and we have worked since the financial year 2017/18 to meet their target submission requirements. This included carrying out a screening and carbon inventory development of Scope
3 emissions, as well as expanding the coverage of our Scope 1 and Scope 2 emissions to an additional 31 sites, with total Scope 1 and 2 emissions representing over 92% of employees. It was agreed with the SBTi that our Scope 1 and 2 emissions representing over 92% of employees.
committed to long-term carbon emissions reductions, as evidenced by our support of the UN-backed, CEO-led climate advocacy efforts with the latest climate science. As a further commitment, we have set an interim carbon emissions reduction
target of -5% tonnes of carbon dioxide equivalent (tCO2e) by the end of the financial year 2020/21 for the reporting scope and baseline of the financial year 2017/18. The company has reduced over 15% so far, with approximately 9 percentage points stemming from increased purchase of renewable energy and energy efficiency projects. Other
reductions in emissions are explained by decreased production due to the business impact of Covid-19 (as detailed in the Annual Report 2019/20), consolidation of production facilities in the USA, improvements in data quality and changes in seasonal weather patterns. Energy consumption was over 245,000 MWh in the
financial year 2019/20. Electricity and fuels for heating or manufacturing both play a crucial role in our products are manufactured in-house, and purchased parts
require further processing, both of which impact total energy demand. As a result, we focus many of our energy saving initiatives in this area. In the financial year 2019/20, energy saving initiatives were being implemented at various sites in the reporting coverage. This work included retrofitting facilities to LED lighting systems; upgrading equipment
such as air compressors, as well as milling and key biting machines; the optimization of heating and cooling systems (installation of air curtains, heat recovery, renewal of circulation pumps, radiators and valves); and the procurement as well as on-site production of renewable electricity. As a result, we realized total quantifiable annual energy savings
of approximately 4,300 MWh for the sites covered in the scope of this report. In addition, over 46,000 MWh (37%) of the electricity that dormakaba consumed came from renewable sources. In our Access Solutions (AS) EMEA segment, this share already reached over 64%. All other segments showed a percentage of electricity consumption from
renewable resources ranging from 32-39%. Besides the examples highlighted in the Good Practices map, further energy reduction activities in the financial year 2019/20 included: The AS AMER manufacturing facility in Phoenix (USA), which uses water chillers for the resistance welding equipment in a closed-loop system, installed new chillers that
are 50% more efficient. AS APAC identified leaks of the air pipes below ground of the manufacturing facility in Taishan (China). Replacing the pipes resulted in energy savings of 756,000 kWh/a for the air compressors. Further, the facility eliminated the use of kerosene as a heating fuel in the die casting processes by installing electrically powered
machinery instead. In Australia, the fleet management, sales and service teams. They have already begun switching around 100 vehicles to hybrid models, with expected fuel cost savings of 27% and carbon emissions reductions of 33% compared to the
outgoing models once the project is complete in 2023. AS EMEA refurbished its heating system at the Villingen-Schwenningen (Germany) manufacturing facility with a new ventilation system including a combined heat and power plant to reduce energy consumption. The heat recovery is 75%, the equivalent of a reduction of 400 tCO2e on an annual
basis. For the Key & Wall Solutions segment, the Key Systems business unit's facility in Rocky Mount (USA) replaced its extrusion press oven with a new efficient oven, resulting in a reduction of natural gas use by segment (in
MWh)Purchased electricity by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by segment (in MWh) ** Including own generationPercentage of purchased electricity from renewable sources by seg
consequence of electricity consumption, followed by heating and vehicle fuel consumption, and volatile as well as process gas emissions. Climate-related initiatives implemented during the reporting year resulted in total annual savings of approximately 16,400 tCO2e (over 20% of our total footprint). Due to the implementation of energy saving
initiatives outlined above, we expect to reduce our annual GHG emissions by approximately 2,300 tCO2e. We also worked diligently to source renewable energy wherever feasible, leading to an annual emissions avoidance of approximately 14,100 tCO2e. Examples of GHG reduction activities in the financial year
2019/20 included:Our AS AMER facility in Indianapolis (USA) switched to green electricity in early 2020, saving approximately 4,600 tCO2e per year. This switch is expected to reduce 6% of our global carbon footprint, greatly contributing to the achievement of our emissions reduction target of -5% tCO2e by the end of the financial year 2020/21. Our
Key Systems facility based in Senai (Malaysia) has installed a solar power plant on its roof, reducing carbon emissions by source (in tCO2e)Scope 1 and Scope 2 emissions (in tCO2e)I Greenhouse gas emissions by segment (in tCO2e)As part of our
commitment to the Science Based Targets initiative, we carried out a screening showed that the largest sources of Scope 3 emissions stem from purchased goods and services (75%) and use phase of sold products (11%). We also learned that Scope 3 emissions constituted around
90% of our combined Scope 1, 2 and 3 carbon emissions, highlighting the importance of Scope 3 emissions on our climate strategy. In a second phase, we therefore developed carbon inventories for these categories of purchased goods and services and of use phase of products. For the latter, we calculated the footprint of the 334 products that
consume energy after installation, including those that are battery-operated. Due to the impacts of Covid-19, the sales and purchase of products (in tCO2e)3Water and effluentsIn the
financial year 2019/20, dormakaba reassessed the water stress levels for all our sites, including those beyond the regular scope of this report. The new analysis revealed that approximately 40% or greater for the respective municipality". The
data stems from a geographical analysis of water stress at catchment level for the year 2020 for dormakaba sites. The water stress analysis is based on the two databases Aqueduct Water Risk Atlas by the World Resources Institute and AQUASTAT by the Food and Agriculture Organization. Results of the updated risk assessment will be shared with
those sites having (1.) high or extreme water stress, and (2.) high water consumption relative to other sites for development of mitigation plans. Water stress level by sites** Based on all locations, including those beyond the regular scope of this report. The majority of our total water consumption is municipal water used for cooling, manufacturing
processes, and for sanitation purposes. Wastewater is mainly discharged via the local municipal sewerage system, in compliance with local requirements and treated by third-party companies where necessary. Besides those shown in the Good Practice map, examples of water savings activities and good practice in effluents management in the financial
year 2019/20 included: AS APAC identified and replaced rusted underground water pipes in the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of water per year. The subsidiary in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing facility in Taishan (China) saving 3,500 m3 of grey water, and the manufacturing 3,500 m3 of grey water, and the manufacturing 3,500 m3 of grey water, and the manufactur
reducing around 10% of overall water consumption. AS DACH installed a coolant emulsion recovery system to quickly detect leaks or changes in consumption pattern at the manufacturing facility
in Melaka (Malaysia). Key & Wall Solutions made improvements to its wastewater treatment system in Rocky Mount (USA), reducing water use and risk of polluting the local water supply through the effluent. This included replacing an aging copper analyzer with a new, multi-metal analyzer for copper and nickel. The analyzer will be to detect metal
levels at the final stage of treatment and redirect the effluent to a holding tank for further processing if levels are too high, before the effluent more easily and swapped to a
more environmentally friendly soap for cleaning the burnisher, among other improvements. Water consumption and effluents, waste management is of key importance during the electroplating, surface finishing and painting processes. Our filter systems ensure that potentially hazardous
substances are not released externally. Toxic waste arising from painting and electroplating is disposed of as special waste. In addition, scraps from turning and milling or punching are recycled, and returned, for example, to the suppliers of the raw materials. Certified disposal companies are commissioned to dispose of industrial waste and chemicals,
and to recycle materials. The generation of different waste streams is an inevitable consequence of our operations. We monitor our waste by treatment method and by waste type. Approximately 68% of the waste stream was recycled, reused or recovered (including raw materials and energy recovery) in financial year 2019/20. At about 76% by weight
the largest proportion of waste is scrap metal. Besides the examples shown in the Good Practice map, examples of waste activities in financial year 2019/20 included: AS AMER rolled out a program to replace oil mats with new absorbent, reusable ones for the
Indianapolis (USA) facility. The oil is now captured and recycled. AS APAC's manufacturing facility in Taishan (China) completed the installation of treatment system to filter out water from electroplating by 40% (around 300 tons per year). AS DACH's manufacturing facility in Taishan (China) completed the installation of treatment system to filter out water from electroplating by 40% (around 300 tons per year). AS DACH's manufacturing facility in Taishan (China) completed the installation of treatment system to filter out water from electroplating by 40% (around 300 tons per year). AS DACH's manufacturing facility in Taishan (China) completed the installation of treatment system to filter out water from electroplating by 40% (around 300 tons per year). As DACH's manufacturing facility in Taishan (China) completed the installation of treatment system to filter out water from electroplating by 40% (around 300 tons per year).
in Suzhou (China) invested in a recovery system for separating paint thinner from paint mixes. The recovered paint thinner is reused to clean the paint system in Switzerland were traditionally sent a security ID card and information brochure for registration and
reordering additional or replacement keys. Over 60,000 plastic security cards and brochures were distributed every year. To reduce paper and plastic waste, a new system was developed for sending one sheet of FSC-certified paper, with printed security cards and a QR code directing customers to digital information brochures. This action will save 3
tons of paper and 300 kg of plastic per year. Non-hazardous waste by type (in metric tons) Waste by treatment pathHazardous wasteby type (in metric tons) Our performanceTo ensure our environmental management (ISO 14001) and energy management (ISO
50001). All manufacturing sites that have more than 100 employees, and non-negligible hazardous materials in use, are expected to maintain an environmental management system based on ISO 14001. Those with production process that could potentially seriously harm the environmental management system.
These processes include plating, anodizing, polishing, galvanizing, galvanizin
(baseline financial year 2017/18). In the financial year 2017/18). In the financial year 2019/20, our manufacturing facilities in Senai (Malaysia), Westerstede (Germany) and in Taiwan, for example, became ISO 14001 certified and handle environmental issues according to the international standard. Further, all manufacturing sites are expected to maintain an energy management
system based on ISO 50001 by the end of the financial year 2021/22. Currently 21% of manufacturing sites do so. In order to raise awareness and clarify expectations, a checklist on Group standards for energy management systems was developed and shared with all manufacturing sites in the financial year 2019/20. There have been no incidents of
non-compliance with environmental laws or regulations in the financial year 2019/20. Outlook Despite the uncertainties brought by Covid-19, we will continue our efforts to achieve our environmental targets and to advance our global environmental targets and to advance our global environmental targets and to advance our efforts to achieve our environmental targets and to advance our global environmental targets and to advance our global environmental targets and to advance our global environmental targets and to advance our efforts to achieve our environmental targets and to advance our global environmental targets and to advance our global environmental targets and to advance our global environmental targets and to advance our environmental targets and to advance our global environmental targets and targets and
for those sites having (1.) high or extreme water stress, and (2.) high water consumption relative to other sites, in order to develop appropriate action plans. This also is part of our human rights roadmap in view of the right to clean water and sanitation. A large variety of other activities are planned including: AS AMER plans investment in more
efficient heating system, a sustainable building certification for a new facility retrofitting to LED lighting and water savings mechanisms in sanitation areas. AS APAC will improve an air compressor control system and will implement a rooftop leasing project with a solar energy provider. AS DACH will establish LED lighting as a standard across the
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segment. In Germany, improvements will be made to HVAC system including installing more efficient water pumps and boilers, shutting off the air conditioning on the weekends, and equipping more energy-efficient water pumps and boilers, shutting off the air conditioning on the weekends, and equipping more efficient water pumps and boilers, shutting off the air conditioning on the weekends, and equipping more efficient water pumps and boilers, shutting off the air conditioning on the weekends, and equipping more efficient water pumps and boilers, shutting off the air conditioning on the weekends are conditioned a
install a more efficient heating system for the manufacturing facility in Wetzikon (Switzerland), which will reduce their carbon emissions by 60%. A harmonized ISO 14001 management system will be implemented within the next two financial years for four large manufacturing facilities across the segment. Key & Wall Solutions expects to achieve five
ISO 50001 and two ISO 14001 certifications across various facilities and an expansion of an existing solar panel system at another facility; evaporators to reduce liquid hazardous waste coming from nickeling and milling processes; new boilers and more efficient air
compressors; and a heat recovery system for air compressors to reduce warming needs in the winter. With your solar power plant installation in Senai (Malaysia), you are the third manufacturing facility in dormakaba to make the shift from energy consumer to energy producer. What motivated you and your management team to do this? In line with
our commitment towards sustainable development, our team at Senai set increased focus on environmental projects for the financial year 2019/20. We landed on the idea of a solar power system because the positive impact on the environment is great in terms of carbon emissions reduction, and at the same time reduces our electricity bill. We also
realized that we were eligible for some local government programs that support this kind of investment with tax incentives. What were the most surprising or challenge! This was because we had to learn everything about how
such systems work, from top to bottom. It was very new for everyone, and very technical. We set up a project committee and conducted a study on the different types of panels available, ran cost comparisons and scenarios on system reliability. During the installation phase, the challenging part was ensuring the safety of the installers because we
were ten meters up on our roof. How have you set up the system? For example, are you still connected to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you still connected to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are you able to sell your surplus electricity to the local power grid and are your surplu
company. The monthly electricity bill has the import & export figures. The system still produces energy on rainy and cloudy days but just not as much as on sunny days. We can monitor the system 24/7 via a mobile app, which shows the energy produced and whether there are any technical faults. Looking forward, what is the one biggest piece of
advice that you would like to share with others that are considering similar installations? I would highly recommend this system to all our EHS colleagues and other companies. This project brings enormous benefits, both for the environment and for our profitability, with an expected return on investment in three and a half years. We have already seen
a 45% drop in our electricity bills, too. This system can be used for 25 years - the main maintenance work is cleaning the PV Module, which we contract out for a very minimal annual fee. We even negotiated to have this done free of charge for three years. I do not see any reason not to install one. The rooftop solar panel installation in Senai,
MalaysiaPage 139 minThroughout our business and most especially in our manufacturing sites worldwide, the health and safety of our employees is a priority. Why it mattersThe protection of the physical and mental integrity and well-being of employees is a priority. Why it mattersThe protection of the physical and mental integrity and well-being of employees is a priority.
nature and entail costs to society and the company. We can only be successful in the long term if we help ensure our employees remain healthy. Occupational health and safety (OHS) addresses not only the safe operation of machines, ergonomic workplaces or the handling of hazardous substances, but also mental health issues including stress,
depression and emotional well-being. We strive to simultaneously create optimal working conditions for our employees and to ensure operational efficiencies. Key activities and particularly at our manufacturing sites workplace, though
many injuries are still occurring in and around our facilities: including cuts, stumbles, commuting accidents, burns in smelting or exposure to toxic fumes in galvanization processes. Currently, dormakaba has only location-specific systems in place to align with national regulations and standards. Read about how occupational
health & safety teams helped keep employees safe during the Covid-19 pandemicRead storyIt is our goal that, by the end of financial year 2021/22, all dormakaba manufacturing sites will maintain an occupational health and safety management system based on the rigorous standards set forth by ISO 45001 or OHSAS 18001. 73% of our national health and safety management system based on the rigorous standards set forth by ISO 45001 or OHSAS 18001.
manufacturing sites have already achieved this. These sites have designated safety personnel, safety training, and they collaborate with external partners to ensure that health and safety standards are integrated in prevailing production processes at dormakaba. In addition, 21% of the manufacturing sites covered in this
report benefit from the ISO 45001 or OHSAS 18001 certification. Our facility in Vittorio Veneto (Italy), for example, achieved ISO 45001 certification in the 2019/20 financial year. To ensure our employees remain healthy, dormakaba focuses on three areas: Employee engagement and training Reducing hazardous materials Designated safety personnel
and safety committees Employee engagement and training To identify and address our health and safety risks, employees are encouraged to report challenges and near misses in order to address these risks. Several segments, for example, regularly train employees to report near miss incidents that have a
potential for injury or property damage in an effort to be proactive. This program helps employees recognize hazards or unsafe acts and to correct them immediately or to ask for support to correct them issue. Near miss reports are treated the same as injury reports, and the respective supervisor follows up with the near miss to ensure it is
corrected. Besides those listed activities shown in our Good Practices map, examples of our employee engagement and training in the financial year 2019/20 included: AS AMER has 13 sites that are implementing and maintaining health and safety management systems. Each has set up facility-specific plans and policies and documented them for the
internal audit team to evaluate conformance with rollout plans. AS AMER targeted five Environmental, Health & Safety (EHS) areas of focus for the financial year 2019/20 included emergency action plans, machine guarding, ergonomics, hazard risk and EHS Lean, which encompassed standardized floor markings throughout all facilities. Each key
topic had detailed activities along with deliverables to show progress toward the end goal. Service employees in AS AMER also participated in online Risk Control training modules and are reminded monthly on the best safety practices and procedures. Risk analyses are conducted prior to preforming service duties for certain projects, and we shared
information on any injuries or safety issues within the company regardless if the instances occurred within their region. AS DACH offers a special hotline for all employees in Germany to give them and their direct relatives independent and anonymous advice on a wide range of well-being issues, such as health, work-life balance or family relationship
issues. The hotline provider Talingo EAP has many consultants with appropriate expertise, including psychologists, psychotherapists, doctors, family, couple and parenting counselors, management coaches and crisis intervention experts. Key & Wall Solutions implemented an online safety training system that includes built-in training matrices and
record keeping in Rocky Mount (USA). Additionally, hazard reporting and near miss reporting were the focus of awareness training and safety focus for injury and risk reduction. In Vittorio Veneto (Italy), a retraining and safety focus for injury and risk reduction.
employees. Reducing hazardous materials The potential impact on employees' health of working with hazardous materials are used as cooling lubricants, oils in machining and for the cutting of raw materials. As well, in the electroplating area some hazardous materials are used to protect materials from
corrosion. Examples of our activities to reduce hazardous materials in the financial year 2019/20 included: AS AMER eliminated the use of hazardous material such as acetone in the cleaning process of parts prior to coating in Montreal (Canada). We also conducted air quality testing in many production and office sectors and made improvements to
the ventilation where required. The Indianapolis manufacturing facility eliminated aerosol can usage by 25% by converting to spray bottles. Additionally, the manufacturing facility in Reamstown (USA) reduced the use of a hazardous degreeaser by 28% by switching to a non-hazardous substitute. The AS DACH manufacturing facility in Suzhou (China)
began renovations to the painting system in order to switch over from solvent-based application. Similar renovations were completed in the AS APAC manufacturing facility in Taishan (China), where 15 tons of oil-based paint was switched to water-based paint was switched to water
Wall Solutions installed a new dust control system over the batching line along with an upgraded bag filter to reduce dross and brass metal dust in Rocky Mount (USA). Similarly, air quality was the key focus in Senai (Malaysia), where we installed a centralized woodworking dust extraction system connected to all machinery. In Vittorio Veneto (Italy)
a general review of hazardous substances uses and new internal criteria for procurement resulted in the elimination of 91 hazardous substances. Designated safety personnel and safety committees in order to ensure that workers comply with company policies and government
regulations. These forums also facilitate communication and cooperation between management and personnel. Examples of our safety personnel and safety committee activities in the financial year 2019/20 include: Each AS AMER manufacturing site has established an EHS Committee communication and cooperation between management and personnel and safety personnel and saf
shifts. For example, in Indianapolis (USA) first responders receive training every two years on first aid/CPR and the use of Automated External Defibrillator, and they attend quarterly meetings to go over best practices and lessons learned. An ergonomics team was newly established, and members received extensive training on ergonomics and how to
evaluate risks in the building. AS APAC already had established safety committee or designated safety committee in Taishan (China) as well. In addition, the subsidiary in Taiwan conducted an external safety audit, which highlighted safety concerns that have since been corrected. Similarly,
AS DACH has dedicated safety experts in Germany, who ensure that accidents are analyzed with a so-called STOP (Substitution, Technical, Organizational, Personnel) system. STOP activities have been shared more widely than previously - at any accident site, a description of the accident and the corrective actions are visualized in roll-up displays to
help all employees remain vigilant. The AS DACH manufacturing facilities in Asia also have dedicated EHS engineers and/or safety officers in place. Safety concerns are addressed in the daily line-up meetings. AS EMEA has a QEHS manager in each manufacturing facility with responsibility for monitoring workplace safety activities, developing
programs and providing or organizing safety trainings. First responders are assigned, and the first aid supplies are maintained. In Velbert (Germany) the health and safety system has been optimized by installing a HSE software. Key & Wall Solution continues to have a designated EHS manager and maintains a safety committee which is focusing on
safety campaigns for awareness, safety audits, hazard recognition and employee occupational health in Rocky Mount (USA), and the manufacturing facility in Dyersville (USA) has recently recruited an EHS manager. The manufacturing facility in Dyersville (USA) has recently recruited an EHS manager.
Greater Noida (India). Our performanceAmong all our reporting sites - including offices - 22% had a health and safety management system. For these sites, health and safety training goes beyond the mandatory
requirements to include emergency and risk prevention. For example, assessments of repetitive movement and heavy load-lifting, to prevent work-related illnesses, take place at various sites. OHS In the financial year 2019/20, 231 occupational injury cases were registered (1.7 per 100 full-time employees), compared to 259 in the previous reporting
year. Regionally, occupational injury cases were reported as follows: 1 in Switzerland (0.1), 47 in Germany (1.8), 43 in the rest of Europe, Middle East and Africa (1.4), 98 (3.3) in the Americas, and 42 (1.1) in Asia Pacific. There were no fatalities as a result of work-related injuries in the financial year 2019/20. Outlook We will continue our efforts to
ensure our employees remain safe and healthy. Planned projects and initiatives include: AS AMER will develop a concept for the creation of an EHS orientation video for all visitors, contractors and vendors to watch before they perform work on-site or visit the manufacturing facility in Indianapolis (USA). The facility will also pursue the ISO 45001
certification, as will the manufacturing facility in Nogales (Mexico). Additionally, the safety team in Nogales will improve the manufacturing facilities in Mesquite (USA) and Sao Paulo (Brazil) plans to launch
wellness programs. AS APAC will strengthen the EHS team in Taishan (China) with a safety engineer. In Hallam (Australia), a new site layout and workflow changes are planned to address safety issues and safety officers will be appointed for all main sites to oversee management system adherence, incident investigation and return-to-work
procedures. AS EMEA will continue the ongoing implementation of harmonized health & safety management systems based on ISO 45001 for the four largest manufacturing facilities currently without a certification. For three of these, safety risk assessments of production areas and offices will take place, as well as the defining of required personal
protective equipment. Key & Wall Solutions will implement a more formal job safety analysis program to identify potential risks in Rocky Mount (USA). Additionally, a wellness program will be rolled out in Bogota (Colombia), the EHS team will reduce the manual handling of loads and weight through layout changes and mechanical aids. In Montreal,
the EHS team will implement a project focused on reducing work-related injuries stemming from the manual manipulation of panels. The EHS team in Senai (Malaysia) will focus on reducing work-related injuries stemming from the manual manipulation of panels.
teams across dormakaba, our Environment, Health and Safety managers were vital in developing contingency and communication plans for each escalating alert level. The crisis management organization was structured on a country level, with the HR and Operations
Leads from every segment taking part in the Group Crisis Taskforce. A variety of actions across the Group was implemented, including social distancing requirements, facility cleaning, non-essential travel, internal communication, remote working and
return-to-facility requirements, and site visitations. Contractors, visitors and staff were evaluated by the senior leadership for appropriate
actions to include shift or facility shutdowns for deep cleaning from outside contractors. Provision of personal protective equipment and hygienic facilities: stocks of personal protective equipment and hygienic facilities were installed in service vehicles in some
countries, and disinfectant fogging in high-traffic areas took place on the daily basis in others. Changes to the production lines: many of the manufacturing site process lines were reconfigured to allow for proper social distancing and installation of plexiglass dividers. Shift splitting was introduced as well as start, break and lunch times were staggered
to minimize social contact. The sharing of equipment in the production halls was reduced, and social distancing at washrooms and the canteen was also enforced. High-traffic manual doors have been refurbished with our automatic operators (ED 100/250) for a touchless entry and exit in some locations, and truck drivers were not allowed to enter the
logistics area in others. Regular communication: digital and physical bulletin boards, poster campaigns, e-mails and in some locations SMS text alert systems were used to keep employees updated on precautionary measures and quidelines. Tips on personal hygiene were shared via online sessions, videos, and WhatsApp. You can read more about ways
that we managed the health and safety of employees during the pandemic in the Employment chapter. Page 146 minAs a technology-oriented company, we place a great importance on safeguarding our customers' rights to privacy and security. Why it matters Customers and business partners place a great deal of trust in dormakaba as a premium
partner for access and security solutions. dormakaba takes the protection of data and information very seriously. Abuse and information being unavailable, rendered unusable or incorrect, or - in the worst-case scenario - made available or
accessible to a malicious third party. Key activities Safeguarding our customers' rights to data protection and privacy includes obtaining data by lawful and fair means, protecting the personal data of customers by adequate information security safeguards and using customer data in sales responsibly. dormakaba also considers the proliferation of new
technologies and security risks because we understand we have a responsibility to protect sensitive information against unauthorized access, loss or falsification. We place a strong focus on:Customer dataOperating and business dataIT systemsFinancial dataEmployee dataConsidering all information and data available within dormakaba, we pursue
the following security aims: Confidentiality: confirmation that access to information is limited to persons entitled to see it. Availability: entitled persons can access information is correct and complete. The dormakaba Group Data Protection Officer, in cooperation with
the Group Information Security Management System at the coreTo meet our security Management System (ISMS) in line with best practice in the industry. Our Chief Technology Officer (CTO) also acts as the Chief
Information Security Officer (CISO) within the ISMS. This management system is based on the international ISO/IEC standard was achieved in the financial year 2019/20. As outlined in the Group Directive Information Security, the goal of the ISMS is to achieve and
maintain an adequate security level by leveraging risk management methods, continuous improvement and best practices - all adjusted to our needs. The risk management included in the ISMS is used to identify, assess and treat risks adequately. Reporting to the CISO, the Group Information Security Manager is responsible for anticipating and
assessing new threats related to information security risks. They are also responsible for the implementation of the ISMS within an assigned segment or
Group function, and for providing support during security audits. EU General Data Protection Regulation (GDPR). The GDPR aims primarily to give control to citizens and residents over their personal data, bringing with it a new set of "digital rights".
for EU citizens at a time when the digital economy places increasing economic value on personal data. We have set ourselves three objectives: Compliance with requirements for the protection of personal data are adequately implemented and complied with at all times. Embedding in the organization: the
protection of personal data is a central component of all projects, activities and processes in which this data is processed. Continuous improvement: guidelines, procedures, measures and structures for the protection of personal data follow uniform principles and are continuously further developed and adapted to changing conditions. Raising employee
awarenessWe are aware that technological advances in IT security cannot always guarantee the security of the entire business environment, as human behavior can affect information security and the associated risks. Phishing and other social engineering techniques use the human risk factor. In the financial year 2019/20, the trend has continued for
such attacks, and we are seeing an increase in ransomware in society. Attackers are even using technologies such as artificial intelligence to develop their attack scenarios and make fraudulent e-mails and messages appear more real to the victim. However, people can learn to deal with risks in a professional and smart way. Raising employee
awareness of information security risks is a continuous process that, if done correctly, turns the root of the problem into part of the solution. With our information security training programs, in which all our employees must participate, we not only train our employees to recognize suspicious messages, phone calls, and other social engineering tactics;
we are also building a culture of cyber security; Phishing; Social Engineering; and Cyber Security.
the certification covers Group IT, and dormakaba digital and digital-based product clusters in the scope of the certification. We have continued the mitigation of information security risks through Group-wide security training in order to strengthen employee awareness. A
new eLearning for data protection, which is available in five languages, was completed by around 2600 employees in the financial year 2019/20. As part of the GDPR implementation project, we have established a Data Protection Management System (DPMS), a manual and a document library to serve all employees. A new process was developed
whereby project managers must carry out GDPR assessments prior to any project being activated. This also applies to the development of new products or apps. Product managers are provided with a guideline of GDPR requirements, including of the legal requirement of applying Privacy by Design and Privacy by Default in the development
process. There have been no reported incidents nor substantiated complaints concerning breaches of customer privacy or losses of customer data within the financial year 2019/20. OutlookWe will be publishing four new Directives setting out the internal rules and regulations for data protection early in the financial year 2020/21 and expand the data
privacy organization in Norway and Switzerland. A reporting process with corresponding key performance indicators (KPIs) is currently being developed in order to provide standardized reports. The KPIs will be used to manage, monitor and improve the data protection organization and the DPMS. We also plan to expand the scope of our ISO 27001
certification and perform penetration tests to assess potential vulnerabilities in our infrastructure. Page 15We offer fair working conditions in which our employees can leverage their strengths and build their skills. We foster an engaging working
environment in order to be an employee of choice for current and prospective employees.read more and the quality of our products.read more and the quality o
and join a trade union without fear of intimidation or reprisal, in accordance with national laws.read morePage 1621 mindormakaba offers fair workforce where we strive to have the right people in the right roles. Why it mattersOur
success is based on the performance of our employees. It is their dedication that helps us maintain and further develop our global competitive position, which is why we have a strong people focus in our corporate strategy. As a company with employees in over 50 countries, we must ensure an engaging working environment in order to be an employee
fair working conditions in which our employees can leverage their strengths and build their skills. This leads to an engaged workforce and helps to avoid risks, such as loss of know-how and personnel shortages. Our approach toward our employees is governed primarily by our Code of Conduct as well as by country-based labor regulations and the
local employee handbook, where available. Our Human Resources (HR) management team is spread globally - in addition to Group HR, there are HR professionals at the segment level and HR representatives at the local market level in larger countries. Group HR bundles strategic issues based on our corporate strategy and develops best practice
programs accordingly. These programs can then be customized and implement individual initiatives and programs suited to the needs of their employees, helping to react to the different local customers and
markets as effectively as possible. We continue to invest in technology and business applications that allow us to more effectively deliver services to our employment practices, our segments, regions and countries develop employment policies according to
survey and data collection from the financial year 2018/19. An update was postponed to the financial year 2020/21 to support our HR colleagues focus on crisis management during the Covid-19 pandemic and its fallout. To provide employees with a working environment in which they can thrive, we focus our activities on the following four
areas:Engaging our employeesCreating an inclusive and diverse workforce with equal opportunitiesFair remuneration and benefitsEmployee attraction here. Engaging our employeesHigh employee engagement has been proven to lead to increased productivity, decreases
in workplace accidents and improved customer satisfaction. A key method to support employee engagement is to ensure a culture of open dialogue across the organization. In the financial year 2017/18, dormakaba launched the first Group-wide employees around the globe
were invited to participate in the second round of dormakaba dialogue, which was available in 19 languages. The aim of the survey was to gauge employee engagement and performance enablement. The latter focuses on, for example, whether employees feel they have the required skills, tools and information they need to do their jobs effectively. The
high response rate of 80% shows that a vast majority of dormakaba employees used the opportunity to provide feedback - a substantial increase compared to the already strong participation rate of the survey conducted two years ago (72%). The global results show a positive development across all 25 survey items that were included in the previous
survey. According to the external partner who facilitates the survey program, such a consistent improvement is rarely seen with global level. One key strength continues to be that managers and employees show a high level of orientation toward the
dormakaba values in their ways of working, especially regarding trust between managers and employees feel more appreciated for doing a good job and experience a stronger sense of being "one company". The latter has a high impact on employees feel more appreciated for doing a good job and experience a stronger sense of being "one company". The latter has a high impact on employees feel more appreciated for doing a good job and experience a stronger sense of being "one company".
has identified the following focus topics: The level of priority given to the dormakaba value Customer First in our day-to-day decisions should increase even further. Although there was strong progress and improvement, the quality of teamwork and collaboration between departments at dormakaba continues to have further scope for
development. While the results show that significantly more praise and recognition for doing a good job is being given, we want to continue to consciously drive activities that support such practice. Just as in the first round of the program in 2018, each team is once again asked to discuss their results in a team session and jointly develop a few
meaningful actions to improve their direct work environment. And, while developing action plans is important, following up on them is key for success. Therefore, follow-up communication materials, such as posters, stickers and PowerPoint templates for cascading results and defining and following up on team actions have been made available again
Stickers with the slogan "I am a result of dormakaba dialogue" were designed for items specifically purchased or put in place as a result of the employee engagement survey. In addition to the global employee concerns and grievances, and to
encourage employee engagement. Examples of such activities in the financial year 2019/20 included: In Southeast Asia, a group of employees has been nominated to connect with the rest of the staff in defining and implementing diversity, entertainment, recreation, welfare, and well-being initiatives at the workplace. Some of these have included:
Safety Day, yoga sessions, celebrations of local festivals, and a sports tournament. In Singapore, an Employee Assistance program offering employees free counselling was launched. The manufacturing facility in Ennepetal (Germany) underwent a transformation program, including a new organizational setup and management team. To reach and
support all colleagues through this change, a comprehensive communication package was provided explaining the market development and competitive environment and describing the vision, targets, strategy and measures based on corresponding values and behavior. In addition to dormakaba dialogue, Key & Wall Solutions installed suggestion
boxes in Vittorio Veneto (Italy) and Montreal (Canada) to allow opportunity for further and more frequent feedback from employees. There are Employee of the Month or Team of the Month programs in Australia, Colombia, India, Malaysia and Peru. Creating an inclusive and diverse workforce with equal opportunitiesOur global presence and
operations in various markets mirror our commitment to promote a diverse and inclusive workforce. As our Code of Conduct states, we respect the equality of people and cultures. In the financial year 2019/20, female employees represented in this report are between 30 and
50 years of age. The topic of diversity and equal opportunity is driven by local activities in the financial year 2019/20 included: In Taiwan, AS APAC has invested in improving the living conditions and safety standards of the foreign workers' dormitory, as part of a renovation to make the facility more earthquake-resilient. The
renovations to the dormitory included a 25-point environment and safety assessment by an external agency. Foreign workers were included in the renovation plans and were able to give feedback to their needs, which resulted in additional electrical systems being installed. In Germany, AS DACH has continued to support the #moveforward
campaign to raise awareness of accessibility barriers in public and private spaces and to confront inaccessibility as a form of discrimination. More than 200 people with disabilities are employed in Germany. AS EMEA launched a gender diversity program, with the aim to promote more women from within the own ranks, especially in commercial and
general management positions. An internal survey assessing the diversity showed that there are a number of unconscious biases prevalent in various areas of the business that should be addressed. A series of interventions to start addressing the diversity challenges is now being developed, including a review of recruitment
processes to remove gender biases in job ads and interviews, increased focus on female talents in career progression and development, actions to strengthen the self-affirmation of our female talents, a Workplace Allies scheme, and female talents, a Workplace Allies scheme, and female talents in career progression and development, actions to strengthen the self-affirmation of our female talents, a Workplace Allies scheme, and female talents in career progression and development, actions to strengthen the self-affirmation of our female talents, a Workplace Allies scheme, and female talents in career progression and development, actions to strengthen the self-affirmation of our female talents in career progression and development, actions to strengthen the self-affirmation of our female talents in career progression and development, actions to strengthen the self-affirmation of our female talents in career progression and development, actions to strengthen the self-affirmation of our female talents in career progression and development, actions to strengthen the self-affirmation of our female talents in career progression and development, actions to strengthen the self-affirmation of our female talents in career progression and development actions to strengthen the self-affirmation of our female talents in career progression and development actions to strengthen the self-affirmation action to str
and religious holidays and organizing Family Days. In Malaysia and Australia, team lunches are held at various times through the year where employees can
nationality or gender. The global grading system ensures that functions are evaluated in a consistent manner across the organization. In addition, we provide locally specific benefits and welfare programs. As stipulated in the Group Directive Compensation, we refrain from offering excessively low wages (i.e., wage dumping). Examples of our fair
remuneration and benefits activities in the financial year 2019/20 included: AS AMER harmonized management bonus program and sales incentive programs for all operations in the USA and Canada. "Equal pay for equal work" policies are in place, according to national legislation in Brazil and Mexico, which address situations in which men and
women have the same job type. In Canada, the Pay Equity Act is expected to come into force in 2020. dormakaba has begun to establish a pay equity plan accordingly. In Singapore, AS APAC has voluntarily pledged to the Fair@Work Promise started by the Tripartite Alliance. This is a commitment to fair employment practices based on the five
principles of merit-based and non-discriminatory recruitment, respect for employees, fair opportunity for training and development, and fair rewards and incentives, and adherence to labor law. Key & Wall Solutions conducted an internal assessment on the employment conditions of migrant workers in Malaysia to ensure that benefits are the same as
other employees. Across the segment, an analysis of job grades and related benchmarks was performed. Similar positions are compared to ensure horizontal equality. Employee attraction and retain a qualified workforce. This is vital to
the company's success. When filling open positions, promoting from within our own workforce is preferred. Examples of recruiting and career opportunities Program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program, a way to encourage the offer of open positions preferably for internal opportunities program and the opportunities program of the opportun
candidates, with a view to further develop our talents. Across the segment, we also implemented years of service recognition, where employees to
stay with us. In Germany, AS DACH has established a new role to manage and strengthen the apprentices his program, and to encourage best practice sharing across the various sites in the country. We currently have apprentices at six locations in Germany, AS DACH has established a new role to manage and strengthen the apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices each year, with around 95% and 10 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations in Germany. In recent years, we have hired between 20 and 30 apprentices at six locations at loc
being offered a permanent role once the apprenticeship was completed. Key & Wall Solutions achieved their goal of starting a "Bring a Friend" campaign in Germany. Employees can advertise job vacancies to friends or close acquaintances. Employees can advertise job vacancies to friends or close acquaintances.
mentoring program by senior leadership for recently nominated managers, to support them in their new roles. Fluctuation (in percentage and headcount), calculated with permanent staffIn financial year 2019/20, a total of 1,545 employees joined the company and 1,835 left in the reporting scope. This corresponds with rates of 10% employees joined the company and 1,835 left in the reporting scope. This corresponds with rates of 10% employees joined the company and 1,835 left in the reporting scope.
and 12%, respectively, which was a higher leaver rate is lower (financial year 2018/19: 12%). To address the ongoing Covid-19 pandemic related business impact, dormakaba has initiated a Group-wide cost savings
and restructuring program in the fourth quarter of the financial year 2019/20 to adjust capacities and cost. Measures are wide-ranging and include using up overtime and vacation balances, a significant reduction in temporary staff, a widespread hiring freeze, and the use of short-time work. As a company, we have made extensive efforts to forestall
immediate job cuts where possible. Yet despite our efforts, we ultimately also had to include a sizeable reduction of headcount in these measures. We did not take this step lightly, and we have offered severance packages, prolonged notice
periods and offered outplacement support to help employees through the transition in line with or beyond local labor laws. These have been difficult decisions, but also necessary for securing the sustainable, long-term success of our company - and ultimately aiming at job security for our remaining employees. Fluctuation by region (in percentage and
headcount of permanent staff) Employee fluctuation in Asia and the Americas was higher than in other regions. This is attributed to restructuring activities in the Americas. In a normal year, the higher fluctuation in Asia Pacific is to be expected based on regional
workforce trends. In addition, in China, employees are usually appointed on the basis of fixed-term labor contracts before being eligible for an indefinite contracts joining and leaving dormakaba are counted
only after their contracts have been converted (usually after the completion of two consecutive fixed-term contracts, in accordance with Chinese Labor Contract Law). Fluctuation by age and leaving rates compared to the other age
groups. This is consistent across all regions, and congruent with findings from a study on general workforce turnover trends periodically conducted by human resources consulting firm Mercer. Our performance Human Resources representatives across the globe have been an integral part of local, segment- and Group-level crisis management during
the Covid-19 pandemic. They have been at the forefront, helping to define guidelines and specific measures such as strengthened safety precautions in the production environment and for sales staff and service technicians, transition to home office, travel restrictions, providing employees with informational material on safety precautions and safe
behavior to avoid the spread of the virus, tracking the health and well-being of employees, and continuously communicating updates to related measures, stay-at-home policies or lockdowns set by local governments. The Covid-19 pandemic has slowed regular human resources processes and plans for the second half of the financial year 2019/20, and
we expect to continue to feel the impact on our plans and strategies well into the financial year 2020/21. Nonetheless, we still made progress in several areas. We conducted the second round of dormakaba dialogue, as outlined above. We continued the rollout of our Employer Branding strategy with various measures, including the campaign "Faces of
dormakaba". The campaign, which launched in May 2019, gave all employees the opportunity to participate in a video contest for a chance to be selected as one of the Faces of dormakaba and to represent the company in recruitment marketing material. Over 140 employees from across 23 countries joined the contest. Throughout the financial year
APAC segment.AS DACH has successfully rolled out an eRecruiting system in Germany to automate and optimize the recruiting process in order to be more transparent and Efficient. A similar rollout was carried out for AS AMER and Key & Wall Solutions in Canada and the USA and remains under consideration for other regions and
countries. Outlook In the financial year 2020/21, we expect a continued impact of the Covid-19 pandemic on our business activities, though we have low visibility on the future development. We will continue to use a wide spread hiring
freeze, and short-time work. In addition, we will finalize the announced headcount reduction (as outlined in the Annual Report), while simultaneously monitoring demand, capacities and increasing the workforce if and where needed. We will also work to maintain the integrity of core management processes to provide stability and orientation for our
employees. This includes continued focus on dormakaba dialogue, succession planning, leadership development programs, performance management, and prioritizing constructive and collaborative behavior in our culture. The experiences of remote working during the Covid-19 pandemic showed us that there are different ways to work successfully
including from a home office. AS AMER therefore aims to implement an official Flex Workplace Policy, to give employees more flexible options for working both in the office and from home as well. Similarly, a new project "New Work@dormakaba" is being setup in Switzerland, where a step-by-step approach to the world of Work 4.0 will be made,
addressing topics like annual working time and more flexible forms of work, etc. Gender diversity initiatives planned in AS EMEA include flexible working policies, raising awareness of unconscious biases and fostering helpful norms, an additional calibration session for female talents that will focus on development and support of individualized career
paths. Further improvements to the technician recruitment of apprentices and the recruitment of apprentices and the recruitment of apprentices. In Switzerland, an equal-pay analysis and audit will be carried out in line with new revisions to the Swiss Gender Equality
Act.Key & Wall Solutions plans to integrate migrant workers as permanent employees in Malaysia and to continue the assessment of talents who are internal candidates for succession into senior leadership roles, offering coaching, mentoring and other development initiatives. Covid-19 has changed many aspects of our lives – in the way we work, we
live, how we interact with each other. Since the onset of the pandemic, protecting the well-being of our employees and second on keeping the impact on our business and customers as limited as possible," Riel
Cadonau, Chairman and CEO, has said. We sat down with Mirja Becker, SVP Group Human Resources? Due to the dynamic situation in this crisis, with
largely different local impacts, human resources representatives on country levels have played a critical role, helping to define early and thorough guidelines and precautionary measures to protect our employees. The HR and Operations
Leads from every segment took part in the Group Crisis Taskforce (lead by the General Counsel) and held weekly alignment calls as the primary coordinating body, also exchanging best practice. What kind of measures were put in place? We issued global guidance for instance on travel restriction, provided employees with informational material on
safety precautions and posters to remind everyone on hygiene and social distancing rules to avoid the spread of the virus. Masks were distributed and in some locations body temperature was checked. Protective equipment for employees in the production lines, plus adaptations to shift plans, team-splitting and
procedures to minimize personal contact were put into place. Our efforts paid off in that we had a relatively low number of infected employees worldwide so far, and we continue along this path. In addition, "Tables for one" was the theme in our canteens, and there was frequent cleaning with disinfectant throughout the buildings. And, for example
when our large manufacturing facility in China was ramping up again as public transport was still not running - we arranged a "door-to-door" bus transfer for around 50 employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training and employees and their families from their hometowns. How did the pandemic affect training affect training and employees and their families from thei
Management System. To support the transition to home office, a toolbox was provided with a set of guidelines and suggestions on, for example, how to stay connected to your team, leading in a crisis, and information on IT infrastructure, hardware and software. Transparent and frequent communication on related measures, stay-at-home policies or
updates on local government responses was important to reassure and minimize fear. This open communication was appreciated, and it was not long before colleagues around the world started sharing pictures of their new work environment on our internal social media channel under the hashtag #onedormakaba - whether on-site in the production
lines with plexiglass shields between stations or on-call providing customer service wearing personal protective equipment or in home office with the family pet in the background. The posts brought a sense of lockdowns in China. Page 1712
minEmployee development is vital to maintaining and improving the skills of our workforce and the quality of our offering. Why it matters are serious skills shortages, especially in the areas of information technology and digitalization. Employee
development is vital to maintaining and improving the skills of our workforce and the quality of our products. This is especially true for a technology-driven company like dormakaba. We want to offer careers instead of jobs and increases
their long-term employability. We will continue to invest in the development of both our employees and business leaders. Read about how dormakaba is building a more resilient workforce in this interview with our Deputy Vice President Learning & Development AS EMEA, Nicole ClaaseRead interviewKey activitiesTraining and education are key to
our business success. We consider a skilled workforce integral to creating customer satisfaction and critical to driving employees we aim to provide the dormakaba workforce with the skills they require to safely and efficiently perform their tasks and support their career advancement, while reducing
employee turnover. We offer various training and development programs for our employees. While we apply some of these programs on a consistent global basis - particularly leadership development, others are development or country level to serve local needs. Local training includes a range of vocational training and dual study
programs, language and project management courses, as well as opportunities for job rotation. With our Learning Management System (LMS), we provide employees with worldwide access to a variety of eLearning modules, ranging from product, sales and safety to leadership topics. Within the LMS, we have continued to offer LinkedIn Learning
which has a library of more than 10,000 eLearning courses. Our LMS also allows us to roll out global learning initiatives such as information security training, compliance training and antitrust training. To provide staff with the competencies they require to safely and efficiently perform their tasks and to support their career advancement, dormakaba
focuses on three areas:Leadership developmentIndividual development and career managementVocational and technical trainingLeadership development and career managementVocational and to apply constructive
leadership styles (e.g. working toward self-set goals, developing others, resolving conflicts constructively, cooperating) while acting as strong role models for our employees to follow. In line with our strategy and ambition, we want the best leaders in key positions. We are aware that this requires clarity and support for potential leadership candidates
in their development. We have therefore compiled a Leadership Toolbox, which is a unique set of methods and tools we want our leaders to understand and apply, e.g. constructive leadership behavior, best practice facilitation skills, and further core leadership skills and tools. This toolbox also serves as the basis for a globally consistent rollout of
leadership training, e.g. our standard manager training Leading for Success and the senior manager training Leading for Success and the senior management Program (AMP) and Talent Development programs - the Advanced Management Program (AMP) and Talent Development program (AMP) and Talent Development Program (AMP) and Talent Development programs - the Advanced Management Program (AMP) and Talent Development Program (
strengthening the leadership and business expertise of already successful managers, while the TDP focuses on high-potential employees. Both programs are co-facilitated by our Executive Committee members and supported by faculty from external business schools. Examples of our leadership programs in the financial year 2019/20 included: A series
of Leading for Success training sessions were conducted with around 100 managers from various segments. The trainings deal with central leadership topics such as effective methods of leadership, performance management, and employee developments. The Leading for Success program is usually a five-day classroom training. During
pandemic, virtual modules were offered instead. The final modules of the second graduating class of the AMP and TDP took place in November 2019. The module was held in Shanghai (China) and was hosted in collaboration with the renowned China Europe International Business School (CEIBS). The modules were offered instead. The final modules of the second graduating class of the AMP and TDP took place in November 2019. The module was held in Shanghai (China) and was hosted in collaboration with the renowned China Europe International Business School (CEIBS).
a profound insight into digital business in China and was a fitting addition to the course materials on Artificial Intelligence and Lean Start-up.AS AMER held the biannual Leadership Strategy Conference which included all senior managers and key contributors. The theme was "Customer First: Inside Out". Multiple workshops, training, networking,
and teambuilding activities took place over the course of this 4-day event. It culminated in the first-ever AS AMER Values Awards ceremony for each of our five company values. In Ennepetal (Germany), a management assessment center was established and used during the appointment process of the new leadership team of the manufacturing site. In
AS EMEA, a special e-learning module on constructive leadership has been developed and assigned to most managers. In addition, team workshops using the Group Style Inventory (GSI) tool have been conducted for 71 participants across AS EMEA including the senior management team. GSI provides a proven, valid and reliable measure of how
people in groups interact with each other and work as a team. The leadership styles of management teams across the Key & Wall Solutions segment was individually assessed in Canada, India and the USA. Individual and team results are examined for
consistency against the business strategy. Follow-up actions included self- and peer mentoring, external coaching, and internal training. Individual development and career management process known as Perform & Grow provides a common framework to measure and manage performance and
potential. The process also includes the documentation of individual development activities and training. Further, it provides criteria to identify high potentials and creates the foundation for systematic succession management to ensure that each leadership position has viable successors. Examples of our career
management initiatives in the financial year 2019/20 included: We extended the number of users for Perform & Grow to 1,650 employees (around twice as many compared to the previous financial year) and will continue with further rollouts in the coming years. To achieve this, we will continue to work together to align Perform & Grow with local
works councils wherever this is required. For the second year in a row, the AS AMER Operations management team in Montreal (Canada) held a joint, half-day Talent Review session to review strengths, development areas, and Perform & Grow ratings for each employee reporting to them. Feedback was shared and each manager could then provide
insights to their direct employees. In a cross-segment collaboration between AS APAC and AS DACH in Asia, HR teams worked to develop talents through cross-location on-the-job experience between the two segments. In Switzerland, AS EMEA began development of a
career path project for product development specialists to tackle retention issues caused by a perceived lack of career opportunities. The goal was to create a framework that empowers employees to take charge of their own career planning based on their strengths and interests. A pilot launch across product development teams in the segment in
Austria and Switzerland will begin in the financial year 2020/21. Key & Wall Solutions reorganized the business to support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so, filled key positions with internal staff and support new growth strategies in Australia and in doing so and support new growth strategies in Australia and support 
employees outside the current scope of Perform & Grow and their supervisors were launched. Measures for further development are discussed and both agreed and documented between the two parties. Vocational and technical training for our
business success, it is essential that our employees have the relevant skills for their work. The training we provide covers topics such as lean management, health and safety, and product offerings. Additionally, the increasing digitalization of our products and services also requires new competencies - for example, on big data analytics and artificial
intelligence. To ensure that our employees have the relevant long-term skills, we continue to invest in their vocational development and in promoting their talents. Examples of our vocational and technical training in the financial year 2019/20 included: AS AMER operations in Canada are obligated to invest 1% of total salaries in training and
development of employees. Our Montreal facility invested nearly double the minimal government standard on their training initiatives. Training on Lean Management, such as its philosophy and various tools, was a key focus and helped them achieve the bronze level certification. In addition to the broad portfolio of standard trainings, AS DACH trained
382 employees through classroom and webinar sessions aimed to harmonize sales and service processes. In January 2020, the AS EMEA Sales Academy was launched, which aims to develop sales teams and managers by providing a progressive learning path spanning over three years. The first pilot sessions were held in the Netherlands, South Africa,
and France for service, projects and solutions sales streams, and in Norway for the sales managers in the Scanbalt region. As required by ISO standards, Key & Wall Solutions runs an annual competence assessment and related gap analysis as a basis for the annual training plans. Lean management was a special focus, with various Kaizen events
organized to enable all employees to participate in process improvement initiatives. In Germany, we have started to give both new and existing white-collar employees the possibility to work for a week on the shop floor. This strengthens product knowledge and harbors a sense of solidarity between production employees and office workers. Our
performanceWe have made good progress on developing the skills of our workforce. For example, 78% of employees now have access to, and can participate in, our Learning Management System (LMS). Of these, 80% (9,797 employees) have completed at least one eLearning module, compared to 60% in the previous financial year. This positive
development was also confirmed by dormakaba employees in the recent employee survey "dormakaba dialogue". The two items on employee development have seen the most positive change compared to 2018, scoring 7 percentage points higher than before. The LMS is used for both global and local training, and the offering has been expanded. In
the financial year 2019/20, 58 new eLearning modules have been added, and 131 classroom courses and 111 webinars have been offered on the platform. 45% of the new training modules continue to have the highest participation in
absolute terms, including those on the Code of Conduct, antitrust and information security. Combined, these had over 7,900 participants. In addition, training support for global programs such as dormakaba dialogue and Perform & Grow are offered regularly to managers through the LMS. The system was also used to train IT employees on a new IT
enterprise resource planning software and related processes. As planned, we also made great strides in establishing agile project management methods as an alternative to "waterfall" project management methods in dormakaba. These included certified training courses on SCRUM Master, SCRUM Product Owner, and scaled agile (SAFe) methods
such as Leading SAFe 5.0 and SAFe for Teams. These methods will help us to develop faster and more customer-oriented products and services. During the Covid-19 pandemic, on-site training shifted to webinars via the LMS. From April to June 2020, 151 additional webinar sessions were provided. These were mainly product related. We also offered
courses directly related with managing new work environments during the pandemic, including the technical aspects of virtual conferencing tools, leading virtual teams, self-management, and working from home. These webinars and other supporting tools were made available in ten languages. Extensive training has also been provided to the
procurement organization, which was reorganized in the financial year 2019/20. The aim was to support change management and to provide proper knowledge transfer on processes, tools, and regulations - and included training on the supplier sustainability assessment process. Learning packages were geared to specific target groups, even of other
related business functions, across all segments and consisted of 15 live webinars (227 sessions in total) or video recordings. More than 5,600 attendees have taken part in the webinars, with an average of 7 courses per person. We continue to expand the scope of Group-wide reporting on training hours per employee toward our goal of full reporting
scope in the mid-term. For the financial year 2019/20, the sites already reporting this figure covered 87% of our workforce based on full-time equivalent employees (versus 57% coverage in the financial year 2018/19). For these, the average number of training hours per employees (versus 57% coverage in the financial year 2018/19).
figure in financial year 2018/19 (12 hours) and corresponds to our expectations. Our segments and Group HR regularly gather and evaluate participant feedback after training programs are regularly evaluated as part of the
external audits for ISO 9001 certification. If a negative trend is identified through this audit process, management meets to review the root cause and determine any potentially required remediation, which may include increased communication and/or modifying the training program. Outlook In the financial year 2020/21, we will roll out a new training
module on the topic of anti-corruption. We will also continue to develop further tailored orientation training packages for new employees based on their job function or country. The next packages are planned for procurement teams and for employees based in the European Union. We will also carry out technical improvements to the LMS to enable
mobile functionality. Based on the lessons learned from the abovement training model, we will support further Group functions to provide tailored online learning opportunities for their processes, tools, and procedures, to ensure proper knowledge transfer to their target audiences. AS AMER will be implementing a multi-year
project to develop a Sales Enablement Academy with an integrated and holistic approach to how to sell and work with our customers. Sponsors from sales, service, marketing and HR are working together to create the content. Additionally, an early-career Sales Trainee Program will be established for new college graduates to participate in the
Academy as well. We will also adjust our compensation system to fit the new career path model. AS APAC will similarly develop a Vertical markets such as airports. AS DACH will continue to work on the development and implementation of a
cross-country standard onboarding process and the implementation of a workflow for individual training requests in the LMS as well as a function-skill matrix to support tracking of completed trainings. As part of a new strategic workflow for individual training concept, a career path model in Switzerland will be implemented, based on job mapping and the
allocation of new job families. In the midterm, staffing levels and staffing requirements can be derived and necessary measures such as requirement or training can be derived. Further, gender pay equity analyses will be carried out in line with new Swiss regulations. You have recently launched a
project to foster workforce resilience. What is your definition of workforce resilience and why have you chosen to focus on this? Being resilience is the ability to bounce back from a difficult situation. It can be learned and nurtured through training and practice. Since
a resilient workforce is essential for having a sustainable organization, it was very clear that supporting employees with training on managing stress and building resilience was extremely important. What learning model have you used, and who has taken part? The training is hosted virtually and includes best practices, self-reflection and sharing of
ideas and concerns. Although the content part is important, great value lies in sharing and discussion amongst the participants. The training focuses on understanding stress, understanding stress, understanding stress, understanding stress, understanding stress, understanding stress management and the
training focuses on those elements which build resilience, such as working towards a purpose. So far, the participants have been management teams in the AS EMEA segment, as well as customer service teams from the sales and service department in the Middle East and Africa region. The training is available to all employees. The Covid-19 pandemic
has been a time of unprecedented uncertainty. What does this have to do with workforce resilience? Workforce resilience is especially important during these times of uncertainty. Developing the ability to manage stress and to stay resilient will help to sustain a strong organization that can adapt in times of change and can maintain a positive and
effective workforce. Page 187 minAs a member of the UN Global Compact, dormakaba respects the right of all workers to form and join a trade union without fear of intimidation or reprisal, in accordance with national laws. Why it matters to form and join a trade union without fear of intimidation or reprisal, in accordance with national laws.
choice fosters our constructive dialogue culture at all our locations. For dormakaba, this also facilitates structured communication with our employees on fair working conditions, reducing turnover and achieving high performance and engagement amongst members of our workforce. Our aim is to ensure that employees feel comfortable in
communicating openly with their leaders and managers. Key activities as a member of the UN Global Compact, dormakaba respects the right of all workers to form and join a trade union without fear of intimidation or reprisal, in accordance with national laws. Furthermore, our employees are free to collectively bargain, if they so desire. We work
proactively with employee representative bodies to achieve positive results for both employees and the company. Collective bargaining agreements are in effect in various locations including Australia, Austria, Brazil, China, Colombia, France, Germany, Italy, Mexico, New Zealand, Switzerland and the USA. In Poland, alternative employee
representation is in place which is also based on a transparent election process. However, the committee serves in a more consultative capacity. To guarantee the right of all workers to form and join a transparency Negotiating for mutual
benefit and performance gainsIdentifying risks, fostering openness and transparencyIn the financial year 2017/18, we conducted a comprehensive impact assessment along our value chain. The sustainability impact
assessment revealed that some countries like China, Malaysia, the United Arab Emirates and the USA present a higher risk when it comes to respecting the rights of freedom of association and collective bargaining. Hence, dormakaba explicitly fosters and ensures that employees can engage in unions and works councils in all our operating regions
and business segments. Specifically, our actions in the financial year 2019/20 included: AS APAC facility in Suzhou (China) has a trade union that supports many employee initiatives and activities. Employees may engage in different committees such as the Employee Welfare Committee and the Employee Food Committee. Regular meetings were held
with the trade union to countercheck and decide on proposals to the welfare plan. Members regularly audit the food service at the manufacturing facility for hygienic preparation and nutritional content. AS APAC subsidiary in Taiwan continues to explicitly forbid: (1) threatening, disciplining, punishing, or firing workers because they exercise this
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right; (2) refusing to hire a candidate because of their association with trade unions; and (3) blacklisting of union organizers by providing their names and details of their associations. AS AMER has continued the wind-down of the Steeleville (USA) manufacturing facility, working closely with the union throughout the process. We have been able to partner on several topics including negotiating their attendance bonus payout, training and knowledge transfer to other locations, and the timing of the final closure. Key & Walls Solutions held regular, collaborative meetings with the workers council to align company plans such as granting worktime flexibility and conflict prevention, also in conjunction with measures related to the Covid-19 pandemic. Negotiating for mutual benefit and performance gainsdormakaba regularly engages in negotiations of provisions in collective bargaining agreements. These collective bargaining agreements allow dormakaba to improve its business practices but also to offer improved employment provisions for staff. For this reason, some local entities put works councils in place to ensure the representation of all employees. Examples of our collective bargaining agreements in the financial year 2019/20 included: In Brazil, AS AMER negotiated on the company's targets in the collective bargaining agreements that cover topics such as profitability, quality and efficiency. These targets are then used to determine the variable part of the compensation under a profit-sharing program. In Germany, bargaining negotiations were conducted or are still in process for the sites in Villingen-Schwenningen, Dreieich and Bühl. Various agreements on technical improvements and process standardizations were concluded or implemented. One highlight is the provision for families, with either small children or with care cases, and for employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees working shifts to convert an unconditional one-off payment granted to all employees and the payment granted to all employees are unconditional one-off payment granted to all employees bargaining agreement with the trade union in Dreieich (Germany). With this completed, all employees in Germany, an enterprise agreement was concluded that regulates the framework conditions for mobile work, including working in the home office. During the Covid-19 pandemic, a solidarity collective bargaining agreement was reached with the trade unions to allow for mitigation measures. This included one-off tariff payments which could be converted to days off toward dependent care or short-time work agreements. In Austria, dormakaba is member of Metaltechnology Austria, which is the national representation of all enterprises active in mechanical and plant engineering, steel construction and metal ware production. Metaltechnology Austria has concluded a collective bargaining agreement with the trade unions which includes a mandatory minimum remuneration scheme for all employees working in the respective industry. AS EMEA negotiated an additional five working days of annual leave above statutory minimum in South Africa for the Bargaining Council (MEIBC) employees after completion of five years of service. Key & Wall Solutions reached various agreements with trade unions in Italy regarding overtime, the use of accrued holiday on a rotational basis, additional leave for dependent care and social safety nets to mitigate impacts of the pandemic. A new general collective bargaining agreement was also concluded for Germany. Our performance in the financial year 2019/20, 64% of our employees were covered by collective bargaining agreements. This underscores the importance we place on fostering openness and transparency with trade unions and works councils to negotiate for mutual benefit and improved employees is demonstrated in the examples above - specifically in Brazil, China, Italy, Germany, South Africa and the USA. However, our biggest challenge remains in respecting the right to collectively bargain in countries where this is factually or legally impeded. Outlook In the financial year 2020/21, AS DACH will work to further harmonize the different works council agreements in Germany, in order to offer equal benefits and job conditions for employees in the country. The same applies to those in Austria. Planned negotiations with the trade union in Suzhou (China) will focus on non-remuneration topics like work-life balance, employee events, and personal health.

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