



GRI Content Index to the Zehnder Group Annual Report 2014

About this document

The Zehnder Group Annual Report 2014 follows the G3 version of the sustainability reporting guidelines by the Global Reporting Initiative (GRI). GRI has verified that the report was compiled in accordance with the requirements of the G3 Application Level C.

The Global Reporting Initiative (GRI) is the world-wide leading standard in the sustainability field of reporting companies (www.globalreporting.org).

Application of GRI guidelines at C-Level requires information pertaining to all those points of the “G3 Profile Disclosures” referenced below (under Strategy and Analysis, Organizational Profile, Report Parameters, and Governance, Commitment and Engagement), and at least ten Performance Indicators in total pertaining to Economic (EC), Environmental (EN), Product Responsibility (PR), Labor (LA), Human Rights (HR), and Society (SO) issues.

The detailed content table below shows the location of Profile Disclosures and Performance Indicators within the Zehnder Group Annual Report 2014. Concerning Performance Indicators, GRI “core indicators” are set in black typeface and indicators that GRI sees as less universally relevant to corporate reporting, so called “additional indicators,” are set in gray. GRI content points that are discussed in the report and/or this detailed content index are marked with a green field, referring to the relevant chapters and page numbers where applicable. The indicators reported on are discussed to the extent that data were available.

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NR	GRI-G3 Content Index	Page in report/remarks
Profile		
1	Strategy and Analysis	
1.1	Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	Statement by the Chairman of the Group Executive Committee, CEO, 22 Foreword from the Chairman of the Board, 2

2	Organizational Profile	
2.1	Name of the organization	Cover Imprint, 105
2.2	Primary brands, products, and/or services.	At a Glance, inside front cover Zehnder Group in brief, 4 Strategy, Market position, Mission Statement, 5 Overview of the most important markets, 14ff
2.3	Operational structure of the organization.	Corporate Governance, Group Structure 34, 36-41
2.4	Location of organization's headquarters.	Imprint, 105
2.5	Number of countries where the organization operates.	Overview of Companies in Zehnder Group, 89
2.6	Nature of ownership and legal form.	Group structure and shareholders, 34
2.7	Markets served.	Overview of the most important markets, 14ff
2.8	Scale of the reporting organization, including number of employees, net sales, total capitalization, quantity of products or services provided.	At a Glance, inside front cover Key figures, inside front cover Five-year Overview, 59
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	No significant changes
2.10.	Awards received in the reporting period.	Highlights, 7 Design quality, innovation and

		functionality: internationally recognised, 23
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3 Report Parameters		
REPORT PROFILE		
3.1	Reporting period.	This Annual Report refers to the 2014 business year from 1 January 2014 to 31 December 2014.
3.2	Date of most recent previous report.	Annual Report 2013, published in March 2014.
3.3	Reporting cycle.	Annual
3.4	Contact point for questions regarding the report or its contents.	Imprint, 105 and page 2 of this document

REPORT SCOPE AND LIMITS		
3.5	Process for defining report content, including explanation of how the organization has applied the "Guidance on Defining Report Content" and the associated Principles.	The "GRI Guidance on Defining Report Content" and associated principles were applied as far as possible during the reporting process. The project group for the report identified the following major topics for the report – to some extent on the basis of feedback from customers and other stakeholders: Long-term thinking as a Group tradition, entrepreneurial responsibility with clear processes, competent customer training, customer support on site, extensive training programs for and protection of Group employees, systematic integration of environmental aspects, optimized production processes, and clear compliance rules. Management supported this proposed structuring of essential content. The approach to topics as set out in the GRI guidelines were used to prioritize the main focus in these areas. Thus, for each topic, those aspects and indicators were selected for which data were available and for which the statements arrived at by the project group together with the internal divisions could be most clearly shown in quantitative form. The present structure makes it possible to present targeted information to the most important stakeholders – customers, employees, environmental associations, society and public policy.
3.6	Report limits	Unless otherwise stated, the

		information given refers to the entire Zehnder Group.
3.7	Specific limitations on the scope or extent of the report, if any.	No specific limitations
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	No important changes were made in subsidiaries, leased facilities, or outsourced operations in the reporting period which can significantly affect comparability with the prior year.
3.10.	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement.	No consequences
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	No important changes
GRI CONTENT INDEX		
3.12	Table identifying the location of the Standard Disclosures in the report.	This detailed content index

4 Governance, Commitments, and Engagement		
GOVERNANCE		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	The board of directors is supported by a compensation committee, which is made up of three non-executive, independent members. For further information of the compensation committee: Corporate Governance, internal organization, 34-35, paragraph 2.
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	Board of Directors, 36 Group Executive Committee, 38
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	Not applicable, as there is a board of directors.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	All information on mechanisms for shareholders are set out under: www.zehndergroup.com/corporate-governance-en , and then see under "shareholders' participation rights". There are no other mechanisms.

STAKEHOLDER ENGAGEMENT		
4.14	Stakeholder groups engaged by the organization.	Customers, employees, environment, suppliers, local community (the public, local authorities, public policy).
4.15	Basis for identification and selection of stakeholders with whom to engage.	The stakeholders set out under 4.14 are the most important if the following criteria are applied:

		Does the stakeholder group strongly affect the economic, ecological, or social performance of the Group? Is the stakeholder group strongly affected by the economic, ecological, or social performance of Zehnder Group?
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5 Performance Indicators		
Economic		
ASPECT: ECONOMIC PERFORMANCE		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	At a Glance, inside front cover Consolidated income statement, 62 Consolidated cash flow statement, 63 Balance sheet, 94 Provisions, 77 Five-year overview, 59
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	
EC3	Coverage of the organization's defined benefit plan obligations.	Partial information on EC3: Financial report, pension funds, 70 Employer contribution reserves and pension fund liabilities, 81
EC4	Significant financial assistance received from government.	
ASPECT: MARKET PRESENCE		
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	Knowing the local market is important. That is why we always try to hire local people for senior management positions. Almost all our business unit heads come from the country in which the company is located.
ASPECT: INDIRECT ECONOMIC IMPACTS		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit.	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	

Environmental		
ASPECT: MATERIALS		
EN1	Materials used by weight or volume.	

EN2	Percentage of materials used that are recycled input materials.	
ASPECT: ENERGY		
EN3	Direct energy consumption by primary energy source.	Environment, table, 29 Values in annual report in MWh, conversion into GigaJoules: Total energy consumption: 313,592 GJ Energy consumption per FTE: 99 GJ Natural gas: 121,090 GJ Coal and propane: 13,212 GJ Heating oil: 5,742 GJ
EN4	Indirect energy consumption by primary source.	Partial information on EN4: Environment, table, 29 Values in annual report in MWh, conversion into GigaJoules: Electricity: 163,462 GJ District heating: 10,091 GJ
EN5	Energy saved due to conservation and efficiency improvements.	Environment, environmental friendly processes, solar energy instead of fossil fuel, 27-28
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Energy efficiency is our trademark, 25-26 Improving production, 27-28
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Partial information EN7: environmental friendly processes, solar energy instead of fossil fuel, 27-28
ASPECT: WATER		
EN8	Total water withdrawal by source.	Environment, table, 29 The table shows the consumption of drinking water for sanitary installations and consumption of industrial water for production processes. There is no data on other relevant water consumption.
EN9	Water sources significantly affected by withdrawal of water.	
EN10	Percentage and total volume of water recycled and re-used.	

ASPECT: BIODIVERSITY		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	
EN13	Habitats protected or restored.	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	

EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations.	
ASPECT: EMISSIONS, EFFLUENTS, AND WASTE		
EN16	Total direct and indirect greenhouse gas emissions by weight.	
EN17	Other relevant indirect greenhouse gas emissions by weight.	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	
EN19	Emissions of ozone-depleting substances by weight.	
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	
EN21	Total water discharge by quality and destination.	
EN22	Total weight of waste by type and disposal method.	Environment, table, 29: Non-hazardous waste: disposal via external recycling and non-recyclable waste. Hazardous waste includes: E-waste, chemical waste, solvents, filter dust, filter mats, powder.
EN23	Total number and volume of significant spills.	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and run-off.	
ASPECT: PRODUCTS AND SERVICES		
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	
ASPECT: COMPLIANCE		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	There were no significant fines or non-monetary sanctions in the reporting period.
ASPECT: TRANSPORT		
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	
ASPECT: OVERALL		
EN30	Total environmental protection expenditures and investments by type.	

Labor Practices and Decent Work

ASPECT: EMPLOYMENT

LA1	Total workforce by employment type, employment contract, and region.	Employees, 23ff
LA2	Total number and rate of employee turnover by age group, gender, and region.	Partial information on LA2: Employees, 24 Employee turnover defined as the number who left the company times 100 in relation to the average workforce, incl. retirement
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	
ASPECT: LABOR/MANAGEMENT RELATIONS		
LA4	Percentage of employees covered by collective bargaining agreements.	
LA5	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	
ASPECT: OCCUPATIONAL HEALTH AND SAFETY		
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	Partial information on LA7: Health and Safety, 24
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	
LA9	Health and safety topics covered in formal agreements with trade unions.	
ASPECT: TRAINING AND EDUCATION		
LA10	Average hours of training per year per employee by employee category.	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Global subjects, taught locally, 24
LA12	Percentage of employees receiving regular performance and career development reviews.	95%
ASPECT: DIVERSITY AND EQUAL OPPORTUNITY		
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Partial information on LA13: Employees, 23-24
LA14	Ratio of basic salary of men to women by employee category.	

Human Rights

ASPECT: INVESTMENT AND PROCUREMENT PRACTICES

HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	
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HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	
ASPECT: NON-DISCRIMINATION		
HR4	Total number of incidents of discrimination and actions taken.	Code of Conduct, 24, no incidents
ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING		
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	
ASPECT: CHILD LABOR		
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	
ASPECT: FORCED AND COMPULSORY LABOR		
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	
ASPECT: SECURITY PRACTICES		
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	
ASPECT: INDIGENOUS RIGHTS		
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	

Society		
ASPECT: COMMUNITY		
SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	
ASPECT: CORRUPTION		
SO2	Percentage and total number of business units analyzed for risks related to corruption.	
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Partial information on SO3: Code of Conduct, 24, 100%
SO4	Actions taken in response to incidents of corruption.	No cases of corruption were identified in the reporting period.
ASPECT: PUBLIC POLICY		
SO5	Public policy positions and participation in public policy development and lobbying.	
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	

ASPECT: ANTI-COMPETITIVE BEHAVIOR		
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Code of Conduct, 24, no incidents
ASPECT: COMPLIANCE		
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	No incidents

Product Responsibility		
ASPECT: CUSTOMER HEALTH AND SAFETY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Partial information on PR1: Training for professional and up-to-date installation, 25
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	
ASPECT: PRODUCT AND SERVICE LABELING		
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Training for professional and up-to-date installation, 25 The Net Promoter Score® (NPS) that Zehnder collects is an indicator of the quality of its customer relationships. Surveys are done regularly.
ASPECT: MARKETING COMMUNICATIONS		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	
ASPECT: CUSTOMER PRIVACY		
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	
ASPECT: COMPLIANCE		
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	

GRI Guideline Application in the Annual Report 2014

The Zehnder Group Annual Report 2014 integrates elements of sustainability reporting based on the guidelines disseminated by the Global Reporting Initiative (GRI). These guidelines recommend that certain information be provided not only on the overall profile of the company and its report, but also on performance indicators regarding economic, environmental, human rights, labor, society, and product responsibility issues (see www.globalreporting.org).

There are different application levels companies can choose for GRI reporting. These range from A-Level, where all indicators developed by GRI are reported on, to C-Level, with a more selective inclusion of elements of GRI sustainability reporting.

Report Application Level		C	C+	B	B+	A	A+
Standard Disclosures	G3 Profile Disclosures	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	G3 Management Approach Disclosures	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach disclosed for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: social, economic, and environment.		Report on a minimum of 20 Performance Indicators, at least one from each of: economic, environment, human rights, labor, society, product responsibility.		Respond on each core G3 and Sector Supplement* indicator with due regard to the materiality Principle by either: a) reporting on the indicator or b) explaining the reason for its omission.	

*Sector supplement in final version