



Geberit Group

Sustainability

Sustainability

CEO statement on sustainability



"In uncertain times in particular, we have to maintain our focus on reliability, quality, innovation and sustainability. This gives us a solid base on which to make everyday decisions – whether on investments or in terms of planning and implementation."

Christian Buhl, CEO

The many different crises that the world is currently facing are also a challenge for Geberit. Despite this, we believe that we are well prepared for an energy crisis and harder economic times. Our long-term focus on innovation and sustainability helps us here. This was also confirmed by our stakeholder panel in the autumn of 2022: With its innovative products and systems, Geberit makes an important contribution to society and the environment.

Innovation and sustainability go hand in hand

Geberit integrates the sustainability approach step by step in its core business – and has been doing so for over 30 years. Our customers benefit from this in a number of different ways. Our sanitary technology behind the wall not only impresses thanks to its reliability and quality – it is innovative as well. It allows for easy, quick and reliable planning and installation. Meanwhile, our bathroom systems in front of the wall offer convincing design, functionality and sustainability, for example, in terms of saving water. By applying the eco-design principle, each product is inspected and optimised throughout the entire life cycle. By developing and selling water-saving sanitary solutions, Geberit also makes a significant contribution to climate change mitigation – saving water also means saving energy, after all.

Geberit's continued commitment to sustainability is also highlighted by the fact that the company was awarded the platinum rating from EcoVadis for the third year running in 2022. This means that Geberit is among the top one per cent of all companies listed by the rating platform.

Consistent implementation of CO₂ strategy

I am convinced that Geberit will only see constant progress in climate change mitigation when the current management team are taken up on their promises. With this in mind, I am particularly proud of the new CO₂ strategy and the associated measures that we introduced at the start of 2022. Transparency is of key importance here, with CO₂ emissions from our company reported and reviewed on a monthly basis. The carbon footprint of our products is also documented in numerous environmental product declarations (EPD), which are also used to record Scope 3 emissions in the value chain. An internal CO₂ reference price and a project-specific CO₂ price help us to make the best environmental and economic decisions in our everyday work. The incentives for management are also clear – achieving the goals set out in the CO₂ strategy is bonus-related with a weighting of 20% for the entire Group management (around 220 managers) as well as for around 1,500 employees in Switzerland. This new measure leads to added effort in implementing innovative and sustainable approaches. These include the implementation of the energy master plan for the production plants, the search for CO₂-reducing technologies in ceramic production, and cooperation with suppliers in order to reduce Scope 3 emissions. All in all, I am pleased that we were thus able to reduce relative CO₂ emissions (Scopes 1 and 2) by 21.9% and absolute CO₂ emissions by a further 18.1% in 2022.

Inclusion as part of social responsibility

Inclusion is taken seriously at Geberit. The company currently employs staff with disabilities, corresponding to around 400 full-time positions. This is approximately 3.5% of the total workforce. In the medium term, the goal is to increase this share to 5%. To do this, we will be expanding our partnerships with third-party institutions for people with disabilities and employing people in further inclusive positions wherever possible and practical. In this way, we are attempting to meet our obligations in the area of social responsibility in a variety of ways.



Christian Buhl
CEO

Sustainability

Materiality analysis

The materiality analysis was carried out based on the GRI Standards. It prioritises the key topics for Geberit and simultaneously highlights the areas in which added value for stakeholders is created. Material aspects are deemed material if they are significant from the internal perspective of the company and/or the external perspective of stakeholders. Based on the stakeholder analysis, Geberit identifies both potential for conflict and opportunities, and pursues a cooperative approach when it comes to discussing and further developing possible measures with the stakeholders concerned.

In agreement with the Group Executive Board, the update of the materiality analysis in 2022 focused on aligning it closely with the corporate strategy and sustainability strategy. This resulted in fewer topics overall. The names of these topics are based on the corporate strategy and sustainability strategy, resulting in a consolidated name in some cases. The updated materiality analysis was also reviewed by an external stakeholder panel and amended slightly in the reporting year. It became clear that a high degree of consensus existed between the internal standpoint of the company and the assessment of the stakeholder panel, see → [Panel Statement](#).

People		Planet		Profit	
Employee attraction & retention	Diversity & equal opportunity	Resources & circular economy	Energy & CO ₂	Products & innovation	Operations
Health & safety	Social responsibility	Water	Eco-design & sustainable products	Customers	Compliance & governance

Sustainability

Sustainability strategy

For Geberit, sustainability means being oriented towards the future as well as operating and being successful over the long term. A long-term orientation means striking a balance between economic, environmental and social aspects in all decision-making processes. In addition to sustained high profitability, value is simultaneously created for many other stakeholders: innovative, design-oriented and sustainable products; training and education of plumbers, sanitary engineers and architects; the smallest possible environmental footprint along the entire value chain; production sites with prospects for employees in numerous regions; a cooperation with suppliers and business partners that is based on fairness; and leadership for sustainable development in the sanitary industry.

The → graphic below shows how Geberit implements integrated sustainability and thus creates value. The vision of achieving sustained improvement in the quality of people’s lives with innovative sanitary products represents the starting point. To bring this vision to fruition, Geberit continuously refines its products, systems and services and sets new standards as a market leader in the area of sanitary products. Values such as integrity, team spirit, enthusiasm, modesty and an ability to embrace change are core factors. The long-term corporate strategy is based on four pillars: Focus on sanitary products, Commitment to innovation and sustainability, Selective geographic expansion and Continuous optimisation of business processes. This strategy is implemented on the basis of six growth and earnings drivers. The sustainability strategy supplements the corporate strategy and the growth and earnings drivers with twelve concrete modules. These modules strengthen the business model and generate added value for various stakeholders in the areas People (employees and society), Planet (environment) and Profit (value chain including compliance and governance) in a targeted manner. The results of these activities show the diverse added value in the three dimensions of sustainability. At the same time, the results contribute to the UN Sustainable Development Goals (SDGs) set out in the 2030 Agenda for Sustainable Development, see → SDG Reporting. Goal number 6 – “Clean Water and Sanitation” – and goal number 11 – “Sustainable Cities and Communities” – are a key focus for Geberit. However, significant contributions are also made when it comes to “Decent Work and Economic Growth” (goal number 8) and “Industry, Innovation and Infrastructure” (goal number 9). In addition, Geberit is consistently committed to climate change mitigation (goal number 13) and to inclusive, equitable, high-quality education for employees and customers (goal number 4).

The modules of the sustainability strategy bundle current and future projects, initiatives and activities. Each module contains clear responsibilities with measurable objectives, derived measures and quantifiable key figures for effective monitoring.

People		Planet		Profit	
Employee attraction & retention	Diversity & equal opportunity	Resources & circular economy	Energy & CO ₂	Sustainable supply chain	Green production
Health & safety	Social responsibility	Water	Eco-design & sustainable products	Green logistics	Compliance & governance



The following pages contain an overview of the sustainability modules with important facts and achievements from 2022, plus an outlook for the years 2023 to 2025. This sustainability strategy covers the entire Geberit Group and indicates how Geberit wants to be a pioneer and leader in the sanitary industry when it comes to sustainability.

Employee attraction & retention



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

Important facts and achievements 2022

- Expansion of the valYOU performance management process for assessing performance at individual production sites.
- Introduction of a standardised Group-wide management training course, particularly for new managerial staff.
- Potentials Management Programme for talented prospects within the company. Establishment and development of management, methodological and social skills in preparing for the next career step.
- Operations Development Programme (ODP) for talented internal and external prospects in Operations.
- Promotion of decentralised collaborations with universities, plus active participation in the international UNITECH and BEST networks.
- Development programme for over 100 regional sales managers from European sales companies based on standardised management principles and instruments.
- Employment of 283 apprentices with a transfer rate to a permanent employment relationship of 83%.
- Execution of management training with the Business School at the University of St. Gallen for some 220 senior managers.

Outlook for 2023 to 2025

- Group-wide implementation of valYOU at all production sites.
- Introduction of the Operations Development Programme (ODP) for internal and external managerial staff in Sales and Marketing.
- Continuation of the development programme for managerial staff at the sales companies.
- Targeted support for transfer of apprentices to a permanent position. Target rate is 75%.

Diversity & equal opportunity



Geberit is committed to equal opportunities for all employees. The company promotes mixed teams, offers working conditions for good reconciliation of family and working life, and is committed to inclusive workplaces.

Important facts and achievements 2022

- Strategic review on diversity, equal opportunity and inclusion.
- Employee survey on needs in the areas of equal opportunity, the promotion of women and the reconciliation of family and working life.
- Workshops for disabled persons were commissioned with assembly and packaging work totalling CHF 9.5 million, thus giving around 550 people meaningful work.
- Approval of strategy for promoting inclusive workplaces.

Outlook for 2023 to 2025

- Derivation of suitable measures and development of a Group-wide directive on diversity and equal opportunity.
- Medium-term goal of 5% share of inclusive workplaces (internal and external).
- Annual reporting on diversity and inclusive workplaces as part of personnel reporting.
- More intensive collaboration with third-party institutions.

Health & safety



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

Important facts and achievements 2022

- Global certification of all production plants (except Stryków (PL)) and central logistics in accordance with ISO 45001 (occupational health and safety).
- Exchange of best practices and accident analyses encouraged, plus implementation of audits across plants.
- Increase in the accident frequency rate (AFR) by 3.8% to 8.2 (accidents per million working hours) and in the accident severity rate (ASR) by 3.1% to 157.5 (days lost per million working hours). The absenteeism rate due to accidents and illness was 5.46%.
- Increased occupational health and safety and ergonomics as part of the continuous optimisation and modernisation of processes and systems, by replacement of hazardous substances, by reduction of noise emissions and by the use of robots and lifting aids.
- The comprehensive "Geberit Vital" healthcare programme is offered at six locations, and is available to around 40% of the entire workforce.
- Continuation of the action plan for reducing quartz dust, including measurements and monitoring of targets in the ceramics plants.
- Development of applicable Group-wide safety standards aimed at increasing the safety level.

Outlook for 2023 to 2025

- Initial certification of the plant in Stryków (PL) according to ISO 45001.
- Halving of the accident frequency rate and accident severity rate between 2015 and 2025; AFR target: 5.5; ASR target: 90.
- Implementation of further cross-site audits.
- Further improvement in ergonomics, particularly in the ceramics plants and in logistics.
- Expansion of "Geberit Vital" programme to additional sites.
- Continuation of the eLearning programme on occupational safety in the production plants.
- Continuation of the action plan for reducing quartz dust.
- Roll-out of safety standards in the production plants and logistics.

Social responsibility



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

Important facts and achievements 2022

- Geberit employees contributed 1,890 hours of charitable work as part of social projects.
- Performance of a volunteering project in Nepal with 14 Polish employees in collaboration with Helvetas.
- Implementation of a social project in Turkey with twelve Geberit apprentices. Renovation of sanitary installations at a primary school for over 1,000 children.
- Support of the “Youth Water Challenge” for students focusing on water and hygiene, carried out by the Swiss Water Partnership network.
- Continuation of the training programme for plumbers in Ukraine with the local sales company in collaboration with the Swiss Agency for Development and Cooperation (SDC).
- Development of a revised strategy for social commitment at Geberit.

Outlook for 2023 to 2025

- Implementation of a social project in India with apprentices.
- Review of the effectiveness of social projects with apprentices two to three years after their implementation.
- Implementation and further development of a training programme for plumbers in Kenya in collaboration with the Hilti Foundation.

Resources & circular economy



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

Important facts and achievements 2022

- Update of the basic data (Ecoinvent) and eco-factors, plus switchover to local electricity mix (market-based).
- The absolute environmental impact decreased by 17.1%, while the environmental impact in relation to currency-adjusted net sales (eco-efficiency) was reduced by 20.9%. This figure is clearly above the target of 5% per year.
- Global certification of all production plants (except Stryków (PL)) and central logistics in accordance with ISO 14001 (environment). Group certificate valid until 2024.
- The quantity of hazardous substances used in the production plants was reduced by 13%.
- Internal recycling of around 9,100 tonnes of plastic waste from production, with 934 tonnes of high-quality ABS regranulate and 4.1 tonnes of PP regranulate used.
- Active participation in Operation Clean Sweep to prevent the pollution of the environment with plastic pellets.
- Resource efficiency was improved in ceramic production by 7.6% to 0.41 kg waste/kg ceramic.

Outlook for 2023 to 2025

- Improvement of eco-efficiency by 5% per year.
- Reduction of hazardous substances in production plants by 5% per year.
- Initial certification of the plant in Stryków (PL) according to ISO 14001.
- Search for further high-quality plastic regranulates.
- Identification of ways in which to close internal material cycles and make production waste useful as secondary materials.
- Reduction of scrap rate and improvement of resource efficiency in ceramic production by 10% from 2021 to 2024 to 0.4 kg waste/kg ceramic.

Energy & CO₂



Geberit actively contributes to climate change mitigation and consequently reduces its energy consumption and CO₂ emissions along the value chain.

Important facts and achievements 2022

- New CO₂ strategy with comprehensive targets and measures, introduction of an internal CO₂ reference price and establishment in the bonus matrix. External validation of CO₂ emissions carried out for the first time.
- Update of the basic data (Ecoinvent), plus switchover to local electricity mix (market-based).
- Decrease of absolute CO₂ emissions (Scopes 1 and 2) by 18.1% to 150,591 tonnes, and reduction of CO₂ emissions in relation to currency-adjusted net sales (CO₂ intensity) by 21.9%.
- Improvement in CO₂ intensity of 56.4% since the acquisition of the ceramics business, or 9.9% per year on average.
- The volume of purchased green electricity increased by 26.7 GWh to 111.8 GWh. Renewable energy sources accounted for 71.3% of electricity and 4.9% of combustibles.
- 3.3 GWh of green electricity was produced in Givisiez (CH) and Pfullendorf (DE).
- Five German production plants received ISO 50001 certification (energy).
- Development of an internal guideline for planning and building PV installations.

Outlook for 2023 to 2025

- Same improvement in CO₂ intensity as for eco-efficiency by 5% per year on average.
- Reduction of relative CO₂ emissions (Scopes 1 and 2) by 80% between 2015 and 2035 to 121,000 tonnes.
- Introduction of an energy/CO₂ master plan at the plants with the largest carbon footprint.
- Evaluation of technologies and alternative fuels for achieving carbon-neutral ceramic production.
- Replacement of three old, inefficient tunnel kilns with a new modern kiln in Carregado (PT).
- Purchase of an additional 10 GWh of certified green electricity in Slovenia and Italy.

Water



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

Important facts and achievements 2022

- Almost 100% of the water consumed by Geberit can be attributed to the product usage phase.
- Since 1998, some 42,050 million m³ of water has been saved to date through the use of water-saving flushing systems. In 2022 alone, the water saved amounted to 3,840 million m³.
- Water consumption in ceramic production increased by 8.7% to 6.4 l/kg ceramic.

Outlook for 2023 to 2025

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

Eco-design & sustainable products



In the development process, Geberit products are optimised with regard to their environmental friendliness, resource consumption, CO₂ emissions and recyclability. Geberit is the leading partner for sustainable sanitary solutions in green building.

Important facts and achievements 2022

- Over 180 eco-design workshops have been held in product development since 2007.
- Various new products with a reduced ecological footprint:
 - Acanto WC with TurboFlush – allows for improved flushing-out performance thanks to optimised hydraulics, with minimal water consumption.
 - Dual-flush unit type 212 for cisterns – flexible setting, backwards-compatible and allows for good flushing out of the WC pan with minimal water consumption.
 - CleanLine50 shower channel – slim design, integrated slope and 50% less material used in production.
 - ProTect Silent sound insulation panel for prewalls – fewer resources used, good recyclability and 60% of the material used comes from recycled PET bottles.
- 97% of bathroom furniture of the Geberit brand and 65% of the remaining bathroom furniture is FSC™ certified (FSC-C134279).
- Creation of a new environmental product declaration for the Duofix WC element in accordance with the EN 15804+A2 standard. Products with an EPD now account for around 30% of Group sales.
- Voluntary purchase of high-quality CO₂ certificates for ceramic products in selected series from a forest conservation project run by the Swiss myclimate foundation in Tanzania.
- With 76 out of 100 points, Geberit was awarded the platinum rating on the EcoVadis platform for the third year running.

Outlook for 2023 to 2025

- Eco-design workshops carried out in product development and basic projects.
- Integration of “Design for Recycling” principles in product development.
- Further expansion of the portfolio of sustainable products.
- Spare parts availability increased from 25 to 50 years for concealed cisterns, plus lifetime guarantee for ceramic products.
- 100% of bathroom furniture of the Geberit brand and over 80% of the remaining bathroom furniture is FSC™ certified (FSC-C134279).
- Update of existing environmental product declarations according to EN 15804+A2 and creation of further EPDs.
- More systematic recording of environmentally relevant product data, i.e. for BIM.
- Training and development of expertise in the field of green building at the sales companies.

Sustainable supply chain



Suppliers demonstrably comply with Geberit's high standards for environmentally friendly and socially responsible production, and support Geberit in reducing CO₂ emissions (Scope 3).

Important facts and achievements 2022

- The Code of Conduct was signed by 3,296 suppliers. This equates to over 90% of the total procurement value. No incidents were reported via the Integrity Line for suppliers.
- EHS (Environment, Health and Safety) audits were conducted and tracked, particularly in the highest sustainability risk category. This comprises 167 suppliers (some 7% of the procurement value).
- The supplier sustainability risk matrix was updated, with four third-party EHS audits carried out at suppliers in China, Turkey and Bosnia and Herzegovina.
- Regular training on procurement and sustainability at the sales organisation. Participation in a working group of the UN Global Compact on sustainable supply chains.
- Analysis of existing and new laws on supply chains in Europe together with the derivation of suitable measures.

Outlook for 2023 to 2025

- All new suppliers have to sign the Code of Conduct.
- Further EHS audits of suppliers are to be carried out by Geberit and external partners, with the corrective measures being checked.
- Integration of EHS audits in the newly developed internal audit tool.
- Development of a concept for more intensive collaboration with suppliers for reducing CO₂ emissions (Scope 3), including the definition of goals.

Green production



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

Important facts and achievements 2022

- Expansion of logistics in Pune (IN) and construction of a production hall in Lichtenstein and Pfullendorf (both DE). Opening of a new site for manufacturing bathroom furniture in Stryków (PL).
- 229 injection moulding machines with energy-efficient drive technology (hybrid, fully electrical, standby) and commissioning of a seventh fully electrical blow-moulding machine.
- Process optimisation in the production of welded Mapress Stainless Steel fittings in order to improve efficiency, quality, waste and ergonomics, while also simultaneously reducing pickling step by step.
- Manufacture of a WC seat and lid using recyclable thermoplastics instead of non-recyclable duroplast plastics in Pfullendorf (DE).
- Replacement of conventional plaster casting systems with modern high-pressure casting systems in Koło and Włocławek (both PL) in order to increase efficiency, improve ergonomics and reduce raw material consumption and plaster waste.
- Commissioning of first glazing robot in Carregado (PT) in order to increase efficiency, improve ergonomics and reduce raw material consumption.

Outlook for 2023 to 2025

- Further increase in the number of injection moulding machines with energy-efficient drive technology from 229 to 245. Commissioning of an eighth fully electrical blow-moulding machine.
- Continued process optimisation in the production of welded and straight Mapress fittings.
- Replacement of existing systems with the latest generation of WC high-pressure casting cells in Ekenäs (FI) in order to increase efficiency while simultaneously reducing energy and water consumption.
- Modernisation of raw material processing, including the installation of silos and conveyor systems and automatic dosing in order to increase efficiency and reduce dust emissions.
- Further automation of the glazing process in Carregado (PT).

Green logistics



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

Important facts and achievements 2022

- Update of the logistics calculator for calculating CO₂ emissions and environmental impact with new basic data and ecological factors, plus expansion with additional drive types for trucks.
- The transport service providers handled 644.5 million tkm, which was down on the previous year (672.3 million tkm) mainly due to the decline in volume. This resulted in CO₂ emissions of 65,889 tonnes (previous year 70,666 tonnes).
- Increased share of state-of-the-art Euro 6 trucks at 87% (previous year 82%).
- Four trucks powered by natural gas in operation between Jona (CH) and Pfullendorf (DE) and on other routes.
- The optimised calculation and better utilisation of freight capacity as well as the bundling of long-goods deliveries reduced the number of trips required.
- The eco-efficiency of logistics (environmental impact per tkm) has improved by 31% since 2015.
- The ongoing reduction of the amount of packaging saves resources and reduces the environmental impact.

Outlook for 2023 to 2025

- Further optimisation of loading capacity through scheduling and organisational changes as well as the use of larger shipping containers.
- More intensive use of Euro 6 vehicles.
- Identification of suitable alternative drive technologies for trucks as part of a pilot project with a transport service provider.
- Development of an applicable Group-wide packaging strategy with the aim of harmonising processes and reducing costs and resource consumption.
- Further optimisation of packaging quantities taking into account the optimal protection and transportability of the products.

Compliance & governance



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

Important facts and achievements 2022

- The review of adherence to the Geberit Code of Conduct in all organisational units and in interviews conducted by the Internal Audit Department with managing directors on topics from the Code of Conduct resulted in the discovery of no significant breaches.
- Three incidents were reported via the Geberit Integrity Line for employees, and no incidents were reported via the Integrity Line for suppliers.
- Repetition of the eLearning programme on antitrust legislation at sales companies outside Europe. Development of new training concepts for the European markets, which were carried out in several countries.
- Processing of enquires on the permissibility of marketing and sales campaigns under antitrust legislation, plus execution of numerous internal audits in the area of antitrust legislation.
- Processing of enquires on data protection. Further expansion of data protection compliance, comprehensive training activities and execution of numerous internal audits.
- Roll-out of the EHS compliance tool in six additional production plants in Europe and in central logistics in Pfullendorf (DE).

Outlook for 2023 to 2025

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

Sustainability

Sustainability performance report

Introduction

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

- [→ Sustainability at a glance](#)
- [→ CEO statement on sustainability](#)
- [→ Business and financial review](#) as part of the Annual Report with supplementary chapters on [→ Employees](#), [→ Customers](#), [→ Innovation](#), [→ Production](#), [→ Procurement and logistics](#), [→ Sustainability](#), [→ Social responsibility](#) and [→ Compliance](#)
- [→ Materiality analysis](#) and [→ Sustainability strategy](#) with objectives, measures and results
- [→ Key figures sustainability](#) and [→ 10-year key figures environment](#)
- [→ SDG Reporting](#) and [→ Communication on Progress UNGC](#)
- [→ TCFD Reporting](#)
- [→ SASB Content Index](#)
- [→ Stakeholder Panel](#)
- [→ Audit Report Greenhouse Gas Balance](#)

Since 2006, a sustainability performance report has been presented annually in accordance with the guidelines of the Global Reporting Initiative (GRI). As part of the reporting in compliance with GRI (first in accordance with the GRI G4 guidelines, then in compliance with the GRI Standards), Geberit was one of the companies that covered material topics with the "comprehensive" option from the beginning. For this reporting year, Geberit has implemented the new universal Standards from 2021 and is continuing to provide comprehensive reporting on all material topics as before. The corresponding GRI Content Index was checked in accordance with the GRI Content Index – Essentials Service and fulfilled the requirements, see [→ GRI Content Index](#). The Report is available in German and English. The German version is binding. The [→ SASB Content Index](#) was created for the third time in succession for this reporting year along with, for the first time, a report on the effects of climate change on the company in accordance with the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD), see [→ TCFD Reporting](#).

As prescribed by the GRI, a [→ Materiality analysis](#) was the strategic starting point. In 2022, Geberit consulted an external [→ Stakeholder Panel](#) for the sixth time. Their mandate was to give feedback on the sustainability performance, materiality analysis, new CO₂ strategy, strategic approaches on the topics of diversity and inclusion, and ESG governance. The external panel summarised the results in a panel statement. The response from Geberit to the panel statement illustrates how the recommendations are being taken into consideration in the further development of the sustainability strategy and reporting. The next stakeholder panel is planned for 2024.

Strategy, policies and practices

GRI 2-22 CEO statement on sustainability

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

GRI 2-23 Values, standards and codes of conduct

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

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

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

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

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

Compliance and the adherence to applicable laws and regulations in the relevant areas comprises several guidelines for social, economic and environmental responsibility. High ethical and social standards are defined and Geberit commits to sustainability and integrity. Compliance within the company is based on the → [Geberit Compass](#), the → [Geberit Code of Conduct for Employees](#) introduced in 2007 and last revised in 2015, and the → [Code of Conduct for Suppliers](#).

When providing information on its commitment to sustainability, Geberit also relies on the requirements of established rating agencies. In this way, Geberit serves the growing needs of customers, suppliers, investors and other stakeholders for transparency and comparability, with the rapidly increasing number of reporting standards and ratings making a focus increasingly necessary. Various awards and rankings also serve to confirm Geberit's perceived role as a leader in sustainability in sanitary technology.

GRI 2-24 Implementation of standards and codes of conduct

Geberit's compliance organisation is decentralised and a consistently implemented compliance programme in all relevant risk areas forms the basis of the high-quality compliance standards. The main compliance activities for Geberit encompass the areas antitrust legislation (→ [GRI 206](#)), corruption (→ [GRI 205](#)), data protection (→ [GRI 418](#)), product liability (→ [GRI 416](#), → [GRI 417](#)), fundamental employee rights (→ [Communication on Progress UNGC – Principles 1–6](#)) as well as environment, health and safety (→ [GRI 2-27](#), → [GRI 403](#)). For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Compliance](#).

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

The joint Geberit Intranet (GIN), which since 2020 has also been available to all employees via mobile app, also serves as an important basis for this. The compliance organisation and Code of Conduct are presented and explained here.

In terms of the environment, the precautionary approach plays an important role for Geberit as a production company. This approach is described in the → [Geberit Code of Conduct](#). The Geberit Group has a → [Group certificate](#) in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. All production plants (with the exception of the new furniture manufacturing plant in Stryków (PL)), central logistics, and the management company incorporating all Group functions at headquarters in Rapperswil-Jona (CH) are certified in accordance with these three standards. In addition, five German plants are certified according to ISO 50001 (energy) and nine sales companies according to ISO 9001 (quality). The audit tool developed in 2020 and implemented in 2021 was further developed. It enables the digital management of internal and external audits and provides an overview of the measures and their implementation status as part of the process improvement. Furthermore, the Group-wide availability of the platform makes it easier to share best practices.

In terms of employee protection and human rights, the UN Guiding Principles on Business and Human Rights apply to the business activities of Geberit. Geberit is active across the world, including in regions posing a certain degree of risk with regard to the upholding of fundamental employee and human rights. The upholding of human rights at all Geberit Group companies is subject to a survey each year as part of the verification of the Code of Conduct.

In addition, internal audits with compliance reviews took place at 23 companies of the Geberit Group in the reporting year. For further information see → [GRI 2-26](#), → [GRI 2-27](#).

Geberit also discloses the efforts it makes to minimise social and environmental risks through ratings. In this context, the EcoVadis rating is particularly relevant, with Geberit awarded the platinum rating for its sustainability management for the third year running, see also → [Customer relations](#).

GRI 2-25 Handling negative effects

An extensive system for the control and management of all risks involved in business activities is in place throughout the Group. For further information, see → [Business Report > Corporate Governance > Board of Directors > Information and control instruments vis-à-vis the Group Executive Board](#). In the reporting year, the → [TCFD Reporting](#) was carried out for climate risks for the first time. Geberit has a comprehensive compliance system for the topics of antitrust legislation, corruption, data protection, product liability, fundamental employee rights, and environment, health and safety, see → [GRI 2-27](#). For information on handling non-compliance with standards and guidelines in the fields of employees and supply chain, see → [GRI 2-26](#).

GRI 2-26 Ethical advice and concerns

Geberit has established an effective compliance system to ensure that its conduct is both ethical and legally compliant, see → [GRI 2-24](#) and → [GRI 2-27](#). It is of utmost importance to Geberit that the Geberit Code of Conduct is adhered to by the employees. It forms the basis for daily work in a constantly changing international environment. It is expected that all employees are familiar with and understand this Code of Conduct and act accordingly without exception. A comprehensive review on compliance with the Code of Conduct takes place as part of the annual reporting. All companies receive over 60 questions on the key topics, see → [GRI 2-27](#). In addition, on-site audits are performed by the Internal Audit Department. These also comprise special interviews with the managing directors of the individual companies on the topics mentioned in the Code of Conduct. The findings from the survey and audits form the basis for the annual Compliance Report submitted to the Board of Directors and Group Executive Board and are published in accordance with the guidelines of the GRI in this report. Non-compliance with the Code of Conduct will be systematically sanctioned.

Employees who openly address actions and circumstances which represent breaches of applicable law, ethical standards or the Code of Conduct are acting correctly and in accordance with the Geberit Code of Conduct. As a general rule, employees should first seek a personal meeting with their supervisor. Alternatively or additionally, all employees can also report incidents via the Geberit Integrity Line. This whistleblower hotline makes it possible for employees to report compliance-relevant misconduct and/or legal violations anonymously, and is available around the clock seven days a week, in all relevant languages. The Integrity Line is operated by an external company with experience in this area and meets the requirements set by the EU Whistleblower Directive. Three cases were recorded by the Integrity Line for employees in the reporting year. All cases were followed up and are now closed, including the two cases from the previous year.

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

GRI 2-27 Compliance with laws and regulations

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

In terms of the environment, Geberit states in its Code of Conduct that it will limit the environmental impact of its business activities to a minimum. This calls for consistent compliance with all applicable laws, internationally recognised guidelines and industry standards. With many of the initiatives that it implements, Geberit goes above and beyond legal and official requirements. Reviewing and ensuring compliance with the law is a mandatory element of ISO 14001 (environment) certification; as of 2020, this process was simplified with the roll-out of a new EHS (environment, occupational health and safety) compliance tool in logistics and the production plants in Switzerland, Poland, Ukraine, Germany, Austria and Slovenia, see → [GRI 2-24](#).

In order to guarantee compliance with the requirements of the Code of Conduct, Geberit has established an effective compliance system that focuses on the following key topics (the respective department responsible is then detailed in brackets): antitrust legislation, corruption, data protection (Corporate Legal Services), product liability (Corporate Product Quality), fundamental employee rights (Corporate Human Resources) and environment, health and safety (Corporate Sustainability and Process Management). In practice, the system comprises various elements such as guidelines, continuous training, job orientation for new employees, eLearning campaigns, compliance-related audits, annual reporting on the Code of Conduct and the Geberit Integrity Line – a whistleblower hotline for employees. Since 2017, an Integrity Line has also been available to suppliers. The training concepts and tools were also developed further and training sessions further intensified in the reporting year. The focus remained unchanged on the topics of antitrust legislation and data protection.

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

For further information on the topic of compliance, see → [Business Report > Business and financial review > Financial Year 2022 > Compliance](#).

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

In 2021, KPMG also carried out a comprehensive external audit of the compliance organisation, focusing on antitrust legislation, corruption, sustainability, employee rights and product liability, with good results achieved overall.

In the reporting year, non-material fines were imposed on two companies – one for a minor infringement of occupational health and safety regulations and one for a minor infringement of environmental regulations. There were no non-monetary sanctions due to non-compliance with environmental laws and regulations.

GRI 2-28 Membership of associations

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

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

Organisational Profile

GRI 2-1 Organisation

The name of the organisation is Geberit Group and its headquarters is in Rapperswil-Jona (CH). Geberit AG, the parent company of the Geberit Group, is a stock corporation (AG) under Swiss law, see also [→ Business Report > Corporate Governance > Group structure and shareholders](#).

Geberit has its own representatives in over 50 countries. The products are sold in more than 120 countries throughout the world. The Geberit Group operated 26 plants at the end of the reporting year, 22 of which are located in Europe, two in the US, one in China and one in India. Logistics consists of a central logistics centre in Pfullendorf (DE) for installation and flushing systems and piping systems as well as a network of 13 European distribution sites for ceramic appliances and bathroom furniture. For a list of the countries in which Geberit operates, see [→ Financials > Consolidated financial statements Geberit Group > Notes > Note 32](#).

GRI 2-2 Basis of consolidation

In general, the report covers the entire Geberit Group. If only part of the company is meant as an example or due to the availability of data, this is clearly indicated. For the reporting limits in the consolidated financial statements, see [→ Financials > Consolidated financial statements Geberit Group > Notes > Note 32](#).

GRI 2-3 Reporting period, cycle and contact point for questions regarding the report

The reporting period is the financial year 2022. Geberit reports annually as part of the integrated online reporting for a given financial year. Should you have any questions concerning sustainability at Geberit, please contact:

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

GRI 2-4 Restatements of information

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

GRI 2-5 External assurance

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

- Financial reporting is audited by an external auditor, see [→ Financials > Financial statements Geberit AG > Report of the statutory auditor](#).
- The Group-wide greenhouse gas balance sheet was subjected to an external review by the consulting company Intep – Integrale Planung GmbH for the first time, see [→ Audit Report Greenhouse Gas Balance](#).
- Furthermore, reporting on the energy and greenhouse gas balance sheet is submitted as part of the Carbon Disclosure Project (CDP) and assessed. Since 2016, Geberit has also been publishing its detailed water balance as part of the CDP Water Program.
- The Geberit Group has a [→ Group certificate](#) in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. All production plants (with the exception of the new furniture manufacturing plant in Stryków (PL)), central logistics, and the management company incorporating all Group functions at headquarters in Rapperswil-Jona (CH) are certified in accordance with these three standards. In addition, five German plants are certified according to ISO 50001 (energy) and nine sales companies according to ISO 9001 (quality).
- In 2015, all Geberit companies implemented the European Energy Efficiency Directive 2012/27/EU. There were no deviations in the last review in 2019. Another review is planned for 2023.
- On-site audits (quality, environment, occupational health and safety) of suppliers are carried out by Geberit as well as certified third-party specialists. In 2022, four external audits were carried out, see [→ Procurement](#).

Activities

GRI 2-6 Activities, value chain and business relationships

Geberit offers customers high-quality, durable sanitary products for applications in private residential construction and public buildings. The products are used in both renovation projects and new buildings. With its high-quality, durable sanitary technology, an important contribution is also made towards “developing robust infrastructures and promoting sustainable industrialisation” (goal number 9) as set out by the UN Sustainable Development Goals.

The product area Installation and Flushing Systems comprises all sanitary installation technology plus a broad range of flushing systems for toilets including cisterns and fittings. The product area Piping Systems includes building drainage and supply systems and comprises all piping technology found in buildings for drinking water, heating, gas and other media. The Bathroom Systems product area comprises all relevant furnishings in a bathroom such as bathroom ceramics, furniture, showers, bathtubs, taps and controls and shower toilets. For further information on the product range, see → www.geberit.com > Products > Product portfolio.

In terms of market cultivation, Geberit relies on a three-stage distribution channel, see also → [Business Report > Business and financial review > Financial Year 2022 > Customers](#). The vast majority of products are distributed via the wholesale trade. Dealerships then sell them to plumbers and present them at exhibitions and other events where end customers can gain information. At the same time, Geberit provides plumbers and sanitary engineers with intensive support through training and advice. In 2022, net sales amounted to a total of CHF 3,392 million (previous year CHF 3,460 million). For net sales by markets/regions as well as by product areas, see → [Business Report > Business and financial review > Financial Year 2022 > Net sales](#).

For further information on management of the value chain, see → [Procurement](#) as well as the chapters → [Production and Procurement and logistics](#) in the Business and financial review.

GRI 2-7, GRI 2-8 Composition of the workforce and further employees

At the end of 2022, the Geberit Group employed 11,514 staff worldwide (previous year 11,809 employees). This represents a decrease of 295 people or 2.5% compared to the previous year. The decrease was due to capacity adjustments in production and logistics – mainly temporary workers – as a result of the decline in volume. For key figures and further information on the workforce by country, area (production, marketing and sales, administration, research and development, apprentices), employment relationship (permanent, temporary), degree of employment (full-time, part-time), executive level (management, employees) as well as gender and age structure, see → [Key figures sustainability > Employees and society](#).

For further information on apprentices and interns, see → [GRI 404](#) and on the commissioning of workshops for people with disabilities, see → [Social responsibility](#).

Governance

GRI 2-9 Governance structure

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

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

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

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

At the end of 2022, the Board of Directors was composed of six non-executive, independent members. Albert M. Baehny is Chairman of the Board of Directors. The composition of the Board of Directors should reflect strategic requirements, the company's targets, geographical presence and corporate culture. The Board of Directors should be diverse in every respect, i.e. in terms of gender, nationality, geographical/regional experience and business experience. The members of the Board of Directors have in-depth knowledge in their respective areas of expertise. Together, they ensure that the Board of Directors has all the necessary competencies. All of the committees formed by the Board of Directors are comprised exclusively of independent members. For further details, see [→ Business Report > Corporate Governance > Board of Directors.](#)

GRI 2-10 Nomination and selection process of the Board of Directors

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

GRI 2-11 Separation of Chair of Board of Directors and Executive Management

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

GRI 2-12 Role of top management and Board of Directors in monitoring the impacts of Geberit's business activities

Geberit's long-standing success is based on the fact that the Board of Directors and the Group Executive Board pursue a long-term perspective. The Board of Directors and Group Executive Board have defined and adopted key mission statements and principles such as the [→ Geberit Compass](#) and the [→ Geberit Code of Conduct](#), see [→ GRI 2-23](#). The Board of Directors determines the corporate strategy and sustainability strategy together with the Group Executive Board. The Group Executive Board is responsible for the implementation (including the CO₂ strategy as part of the sustainability strategy).

The impacts, risks and opportunities in terms of sustainability are discussed and reviewed by the Board of Directors and the Group Executive Board annually in connection with the sustainability reporting and the sustainability strategy. Results and the achievement of objectives are submitted to the Board of Directors and to the Group Executive Board for verification at least once annually. This also comprises the [→ TCFD Reporting](#), the [→ Communication on Progress UN Global Compact](#) and the Geberit Compliance Report, including the audit results with respect to the Code of Conduct. Key figures on energy and CO₂ are presented monthly and key figures on occupational safety quarterly to the Group Executive Board. They are presented on a regular basis to the Board of Directors.

In 2022, Geberit consulted an external [→ Stakeholder Panel](#) for the sixth time. Their mandate was to give feedback on the sustainability performance, materiality analysis, new CO₂ strategy, strategic approaches on the topics of diversity and inclusion,

and ESG governance. This input is used for the strategic review and continued development of the company. The next stakeholder panel is planned for 2024.

The → [participatory rights of shareholders](#) are based on the → [Articles of Incorporation of Geberit AG](#). The employee representatives of the European sites meet regularly with a member of the Group Executive Board and the Head Corporate Human Resources. Selected concerns can be addressed to the Board of Directors through this channel. There is no employee representative on the Board of Directors.

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

The risk management process involves the following steps:

1. Risk identification and classification: Correct identification and assessment of the significant risks. These are discussed in depth every other year by the Group Executive Board and the Board of Directors.
2. Risk analysis: Assessment of specific business risks and analysis of the changes since the last survey. The former is assessed with the Probability of Occurrence, on a scale of improbable (1) to frequent (5). To scale the effects of a risk that has been identified, the scale of the Impact of Risk Event is used. The scale ranges from insignificant (1) to very critical (5). The risks are classified on the basis of the combined scores.
3. Risk management: Instruments, measures and responsibilities are defined for each risk. These are checked at regular intervals.
4. Risk monitoring and reporting: Risk monitoring is part of regular reporting to the Group Executive Board and the Board of Directors, and is also part of the risk assessment that takes place every two years.

Risks associated with climate change are an integral part of the overall risks of the company and are therefore also taken into account in risk assessment. For further information on risk management by Geberit, see → [Business Report > Business and financial review > Strategy and goals > Risk management](#). For further information on climate-related risks and opportunities, see → [TCFD Reporting](#). For an overview of the Geberit compliance topics, see → [Business Report > Business and financial review > Financial Year 2022 > Compliance](#).

GRI 2-13 Delegation of authority on economic, environmental and social matters

The responsible and future-oriented corporate governance strengthens the resilience of the Geberit business model and thus the long-term value creation of the company. All positions involved in the sustainability strategy and its implementation, with the corresponding tasks and responsibilities, are listed in the → [TCFD Reporting](#), which includes a chart on ESG governance.

The Board of Directors determines the corporate strategy, see → [Business Report > Business and financial review > Strategy and goals > Strategy](#) and the → [Sustainability strategy](#). To the extent legally permissible and in accordance with the Organisational Regulations, the Board of Directors has assigned the operational management and the implementation of the strategy to the Chief Executive Officer. Within the operational management structure, responsibility is delegated further for specific economic, environmental and social issues, see → [GRI 2-9](#).

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

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

The way in which the topic of sustainability is approached has been further developed within the company on a regular basis. The topic has been addressed actively for over 30 years and has had a dedicated function at the company since 1992, starting with a focus on environmental topics and then constantly growing to include added topics and responsibilities. The central environment and sustainability department has reported directly to the CEO for over 20 years. Since 2020, this department has also been responsible for Group-wide process management and → [ISO certification](#) and was renamed Sustainability and

Process Management. Among other aspects, it coordinates the further development of the sustainability strategy and CO₂ strategy, plus the associated activities.

Either the individual business units or – centrally – Sustainability and Process Management are responsible for planning and implementing the measures detailed in the twelve modules included in the sustainability strategy. In terms of direct responsibility, the production plants are responsible for the green production module, Group logistics for the green logistics module, and Group purchasing for the sustainable supply chain module. A network of EHS managers at the production plants implement the targets and measures laid down in the sustainability strategy worldwide. Additionally, a global meeting takes place once a year, where managers discuss best practice and further develop Group-wide standards and processes, see [→ Business Report > Business and financial review > Financial Year 2022 > Sustainability](#).

GRI 2-14 Review and approval of sustainability reporting

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

GRI 2-15 Processes in place for the Board of Directors to avoid conflicts of interest

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

GRI 2-16 Procedures for communicating critical concerns

The Board of Directors is available at any time to address the concerns of stakeholders and shareholders. Matters brought forward by shareholders within the context of the General Meeting are dealt with in accordance with the Articles of Incorporation. No matters were submitted directly to the Board of Directors outside the General Meeting in 2022.

GRI 2-17 Enhancement of top management's and Board of Directors' related know-how on economic, environmental and social issues

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

The members of the Board of Directors have in-depth knowledge in their respective areas of expertise. Together, they ensure that the Board of Directors has all the necessary competencies. This also includes ESG/sustainability, see [→ Business Report > Corporate Governance > 3. Board of Directors](#).

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

GRI 2-18 Processes for evaluation of the sustainability performance of the Board of Directors

Geberit's long-standing success is based on the fact that the Board of Directors and the Group Executive Board pursue a long-term perspective, thus enabling the company to demonstrate its performance clearly in areas including sustainability. There is no formal procedure for assessing the performance of the Board of Directors from an integrated sustainability perspective. As part of the annual review of the sustainability strategy, findings are discussed and areas where action is needed are determined, see [→ GRI 2-12](#).

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

From this reporting year, the achievement of objectives regarding the reduction of the relative CO₂ emissions (CO₂ intensity) has been integrated as an additional, equal fifth criterion in the bonus matrix for members of Group management as well as employees in Switzerland. This means the annual objectives for emissions are now relevant to bonuses for some 220 managers and a total of around 1,500 employees.

GRI 2-19 Remuneration policies for the governance bodies

Geberit publishes a detailed annual → [Remuneration Report](#), which discloses the precise points of its remuneration policy. From this year, the achievement of objectives regarding the reduction of the relative CO₂ emissions (CO₂ intensity) has been integrated as an additional, equal fifth criterion in the bonus matrix for members of Group management as well as employees in Switzerland.

GRI 2-20 Processes for determining remuneration

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

GRI 2-21 Ratio of annual remuneration paid

The ratio of the annual remuneration paid to the highest-paid employee to the average annual remuneration of all employees (excluding the highest-paid employee) based on the average full-time equivalents (FTEs) was 53.7.

The ratio of the percentage increase in annual remuneration paid to the highest-paid employee to the level of the percentage increase in annual remuneration for all employees (excluding the highest-paid employee) cannot be reproduced for 2022 because the annual remuneration of all employees – including the highest-paid employee – decreased.

Stakeholder Engagement

GRI 2-29 Identification and selection of stakeholders, plus stakeholder engagement

Significant stakeholder groups for Geberit are customers, shareholders and analysts, the media, employees and trade unions, neighbours, municipalities and authorities, research institutes, suppliers, transport companies, associations, non-government organisations and the general public.

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

In 2022, Geberit consulted an external → [Stakeholder Panel](#) for the sixth time. Their mandate was to give feedback on the sustainability performance, materiality analysis, new CO₂ strategy, strategic approaches on the topics of diversity and inclusion, and ESG governance. The results are presented in the Panel Statement. The external review and the recommendations contained therein are dealt with in detail in the response from Geberit to the Panel Statement. The next stakeholder panel is planned for 2024.

Based on the stakeholder analysis, Geberit identifies both potential for conflict and opportunities, and pursues a cooperative approach when it comes to discussing and further developing possible measures with the stakeholders concerned. Feedback from stakeholder dialogues is incorporated into the → [Materiality analysis](#) and into the → [Sustainability strategy](#).

Engagement of stakeholders according to stakeholder group:

Customers

- Technical advisors working in the field who are in daily contact with plumbers, sanitary engineers and architects.
- During the reporting year, around 48,000 professionals were trained on products, tools, software tools and installation skills at the 30 Geberit Information Centres in Europe and overseas and 19,000 people took part in a wide range of webinars and alternative training formats.
- The new trade fair concept with its open, modular booths was introduced to a wide audience for the first time after only being seen online at the virtual Geberit Innovation Days in the previous year. In addition to IFH in Nuremberg (DE), other important presentations were made at Nordbygg in Stockholm (SE) and VSK in Utrecht (NL). Architects and designers were specifically addressed at the Salone del Mobile in Milan (IT).
- Worldwide, there have been more than 8,000 downloads of the Building Information Modelling plug-in (BIM) by planning and engineering companies.
- The end user campaign "Better bathrooms, better lives" has been running since 2019.
- End users can find inspiration for their bathroom design using apps such as the Washplace Configurator, 3D bathroom planner or virtual showrooms for actuator plates.
- Further expansion and intensification of social media presence and the sending of e-newsletters.

For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Customers](#).

Shareholders and analysts

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

Media

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

Employees and trade unions

- Geberit Europe Forum with employee representatives from most European countries, during which a member of the Group Executive Board and the Head Corporate Human Resources meet with the delegates. In the reporting year, this included a presentation and discussion of the Geberit Safety System, among other aspects.
- Training and feedback opportunities on topics regarding the Code of Conduct.
- Group-wide Geberit Integrity Line to enable all employees across the world to report irregularities anonymously in the corresponding language.
- Regular employee survey of all employees of the Geberit Group, the latest one in 2021.

For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Employees](#).

Neighbours, municipalities and authorities

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

Research institutes

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

Suppliers

- Initial contact within the scope of the assessment procedure and implementation of the Code of Conduct for Suppliers.
- Regular discussions between buyers and suppliers on site.
- On-site audits (quality, environment, occupational health and safety) carried out by Geberit and external partners.
- Integrity Line for suppliers for anonymously reporting irregularities in the procurement process or non-compliance with the Code of Conduct for Suppliers.
- Increased exchange on product data during the creation of environmental product declarations (EPDs), on sustainable product solutions and on possibilities of reducing CO₂ emissions in the supply chain.

For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Procurement and logistics](#).

Transport companies

- Discussions with transport service providers based on the results of environmental monitoring, see → [Logistics](#).

Associations

- Involvement in various associations and organisations with participation in corresponding management bodies and programmes, see → [GRI 2-28](#).

Non-government organisations and the general public

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

GRI 2-30 Collective bargaining agreements

There are currently 9,635 employees (corresponding to 81% of the workforce) who are covered by collective agreements (e.g. collective labour agreements, wage agreements). In Germany, Austria, Switzerland, France, Italy, Finland, Sweden, Poland and Ukraine, around 90% of employees are subject to a collective labour or wage agreement. There are no collective agreements with employees in place in the USA. The employment conditions of employees who are not covered by collective agreements are also in line with market standards.

Reporting Practice

GRI 3-1 Process of determining material topics

Since 2006, Geberit has been reporting in accordance with the guidelines of the Global Reporting Initiative (GRI). In the present report, Geberit implements the current GRI Standards from 2021. The starting point is a [→ Materiality analysis](#) that has been developed further over the years, which is based on the procedure described in the GRI Standards.

An initial internal materiality analysis was thus developed in 2014 as part of workshops with individual members of the Group Executive Board and later approved by the Group Executive Board. The results were then reviewed and amended slightly by an external stakeholder panel. As part of the integration of the ceramics business, a comprehensive review was carried out in 2015. There were no major changes in the material topics. A further review and update of the material topics was carried out in 2018 as part of the switchover to the GRI Standards. In agreement with the Group Executive Board, the update of the materiality analysis in the reporting year focused on aligning it closely with the corporate strategy and sustainability strategy. The previously required listing of many individual GRI aspects was dispensed with. This resulted in fewer topics overall. The names of these topics are based on the corporate strategy and sustainability strategy, resulting in a consolidated name in some cases. The updated materiality analysis was reviewed and amended slightly by an external stakeholder panel in the reporting year. It became clear that a high degree of consensus existed between the internal standpoint of the company and the assessment of the stakeholder panel, see [→ Panel Statement](#). The finalised materiality analysis was checked and approved by the Group Executive Board and the Board of Directors.

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

For further information on sustainability topics that were of particular relevance in the reporting year see [→ Business and financial review](#) with the following chapters: [→ Employees](#), [→ Customers](#), [→ Innovation](#), [→ Production](#), [→ Procurement and logistics](#), [→ Sustainability](#), [→ Social responsibility](#) and [→ Compliance](#).

GRI 3-2 List of material topics

The materiality analysis is the basis of the Geberit sustainability strategy. In accordance with the principle of double materiality, Geberit classifies topics as material if they are significant for Geberit from the internal perspective of the company or have significant economic, environmental or social effects. A differentiated assessment according to these two dimensions is not shown. The topics that Geberit identified as material in the economic, environmental and social dimensions can be seen in a [→ dynamic chart](#).

The following topics will not be processed further or shown in more detail by Geberit:

- Taxes: As part of its reporting, Geberit provides information on income taxes, see [→ Note 25](#) in the consolidated financial statements. Further discussion on the topic of taxes is not considered as material.
- Biodiversity: Geberit production sites do not endanger biodiversity in protected areas. Biodiversity plays a role when procuring mineral raw materials for ceramic production. This subject was addressed and examined as part of supplier audits. During these audits, it was found that the suppliers in this sector actively address the topic of biodiversity and take appropriate measures within the context of their licence to operate.
- Local communities: The production sites do not entail special risks for local communities or adverse effects on the neighbourhood. Geberit attaches great importance to maintaining good relations with its neighbours in the vicinity of its production sites. Continuous exchanges with authorities and the local community are part of this process.
- Politics: No support is given to political parties or politicians. Participation in the political process is confined to membership in certain associations and is therefore limited.

GRI 3-3 Management of material topics

The reporting in the chapters [→ Employees](#), [→ Society](#), [→ Environment](#), [→ Products and innovation](#), [→ Operations](#) and [→ Customers](#) looks at all material topics and reveal relevant management approaches as well as specific GRI disclosures.

Employees

Introduction

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

An employee survey carried out in 2021 confirmed that Geberit offers attractive working conditions and that the employees demonstrate an above-average level of both motivation and loyalty. The Group-wide participation rate was 79%. For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Employees](#).

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

Committed, well-trained employees with comprehensive know-how are decisive to the company's future success. Geberit positions itself on the job market as an employer with an open corporate culture and international development opportunities at the interface between craft, engineering and sales. Potential employees are increasingly being addressed via digital channels. Whilst classic job advertisements and direct contact are still used, employee portraits and success stories are also utilised, see → [www.geberit.com > Insights](#). This is increasingly taking place via short films.

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

Employment (GRI 401)

Management approach employment

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

Working conditions, such as the maximum number of working hours, are governed in accordance with legal requirements on a country-specific basis and are complied with by Geberit. Employees enjoy attractive employment conditions and, in accordance with their qualifications, the majority of Geberit employees are paid well above the minimum wage range. In 2022, salaries and social benefits amounted to CHF 776 million (previous year CHF 812 million). The employees can also participate in share participation plans at attractive conditions, see → [Financials > Consolidated financial statements Geberit Group > Notes > Note 17](#) and → [Remuneration Report](#).

Employee fluctuation (GRI 401-1)

The average fluctuation rate (in terms of employees with permanent contracts, without natural departures and long-term leaves of absence) was 7.9% (previous year 7.6%). Including natural departures, it was 9.6% (previous year 9.2%). For key figures on fluctuation by age group, gender and region, see → [Key figures sustainability > Employees and society](#).

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

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

Parental leave (GRI 401-3)

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

100% of all permanently employed women are entitled to paid maternity leave, and 6.0% or 143 permanently employed women made use of this in 2022. Of these, around 62% women or 89 returned to Geberit following their parental leave.

99% of all permanently employed men are entitled to paid paternity leave, and 3.8% or 283 permanently employed men made use of this in 2022. Of these, around 95% men or 270 returned to Geberit following their parental leave.

Training and education (GRI 404)

Management approach training and education

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

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

A standard Performance assessment, Development and Compensation process has been in place since 2012. At the end of 2020, a new performance management process ("valYOU") was launched for performance assessment, professional development and compensation management. In the reporting year, valYOU was also rolled out at all production sites. A key element of valYOU is succession planning for each individual position. Furthermore, the further development of individual employees is also actively supported through systematic feedback discussions. In the reporting year, managers of the production sites took part in two-day management training sessions carried out across the Group. The core element of these sessions was the combination of theory and practice through the simulation of practical examples.

Training apprentices is of great significance at Geberit. Since 1963, Geberit has trained more than 600 apprentices in Switzerland. Young people can start their careers at Geberit with a commercial, industrial or technical apprenticeship. The aim is to impart all the skills that are required for apprentices to pursue their chosen careers in a professional, independent and responsible manner. For example, in Rapperswil-Jona (CH) there are currently 76 apprentices (22 new apprentices in 2022) being trained in eleven trades. State-of-the-art and in particular digital learning methods are used here.

The apprentices should already have the opportunity to get practical insights at other sites during their training. During a six-month assignment at a Geberit site abroad, they work on various projects or support day-to-day business there. Geberit is convinced that experience abroad and the transfer of know-how are an advantage for both young employees and the company alike.

Partnerships with universities and institutes were further intensified in order to counteract the increasing skills shortage. Locally, the Geberit companies are in contact with institutes of technology and universities regarding project-related collaborations to supervise Bachelor and Master theses and to gain students for internships. Geberit is also part of international engineer networks such as UNITECH, which unites renowned European universities, corporate partners and engineering students. Furthermore, the company works with BEST (Board of European Students of Technology). This non-profit organisation networks engineering students from 33 European countries.

For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Employees](#).

Scope of training and education (GRI 404-1)

In the reporting year, employees across the Group attended on average 17 hours of internal and external education and further training (previous year 11.3 hours). The reason for the strong increase can primarily be attributed to the fact that training sessions that could not take place in 2021 because of COVID-19 were made up for, that more training sessions took place in months with low orders in production, and that senior managers took part in comprehensive management training in the reporting year. For key figures by gender and executive level, see → [Key figures sustainability > Employees and society](#).

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

Together with an external training provider, Geberit developed a leadership development programme in 2022 with the goal of strengthening leadership skills and establishing a consistent management culture. By the end of the year, five local initiatives focussing on leadership and development topics had been launched in the Group companies.

A further focus was on the training offered to top management. Some 220 senior managers took part in a comprehensive management training course in the reporting year. The goal is to give the managers new strategic and methodical impetus, to improve their own management skills, and to strengthen Group-wide networking and cross-functional cooperation.

The Potentials Management Programme aims to identify talents throughout the company and support them along their path to middle or senior management. The programme includes topics such as strategy, digitalisation and the management of change processes. Issues investigated as part of project work are geared towards strategic tasks of relevance to Geberit and provide the decision-makers involved with concrete bases for action. In the reporting year, 90 employees took part in these programmes. The Potentials Management Programme is intended to help fill at least half of all vacant managerial positions with internal candidates. In 2022, this was achieved for 57% of all Group management vacancies (previous year 50%).

The Operations Development Programme (ODP) was set up at the start of 2020. It is aimed at talented external and internal junior managers in the area of operations (production, logistics and purchasing). The aim is to recruit internationally mobile people with a technical background or who have studied engineering and who, in the medium term, should take up a managerial position at Geberit. The programme takes four years and is divided into several phases. In the initial onboarding phase, candidates get to know the culture, philosophy and processes at Geberit. This is followed by a second and third phase in which the participants are assigned responsibility for exciting, international projects under close supervision by a member of senior management. In 2022, young talents again started out on their career paths at the production sites.

In 2022, 283 apprentices (previous year 278) were employed. The transfer rate to a permanent employment relationship was 83% (previous year 85%). Furthermore, 101 internships were made available and 47 Bachelor and Master theses supervised.

For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Employees](#).

Performance evaluation and career planning (GRI 404-3)

In everyday working life, the personal and professional development of each individual employee is encouraged in a variety of ways. This covers all areas of work, functions and age groups. Around 87% of all employees took part in appraisal interviews in 2022 at which development opportunities were also identified and discussed. As part of the standard global valYOU process on Performance assessment, Development and Compensation, supervisors and employees discuss performance and agree objectives at least once a year.

Diversity and equal opportunity (GRI 405)

Management approach diversity and equal opportunity

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

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

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

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

Diversity has been shown to contribute to greater productivity in a company and increases its appeal for both existing and future employees. Geberit has the goal of reinforcing its position as a responsible and attractive employer with specific measures with regard to a heterogeneous workforce. In the reporting year, the company carried out a strategic review. In a survey, more than 1,600 employees from over 30 countries shared their opinions on diversity, equal opportunity, the promotion of women and the reconciliation of family and working life in the company. Around 75% of those surveyed agreed with the statement that Geberit offers a diverse and inclusive environment. At the same time, 53% would welcome further targeted measures in the area of diversity, primarily for an improved reconciliation of family and working life. The representative survey is used as a starting point for drawing up a Group-wide directive with local standards.

230 full-time positions are filled by employees with disabilities. Furthermore, assembly and packaging work at various sites amounting to around 185 full-time positions is consciously awarded to external workshops for people with disabilities, see → [Social responsibility](#). As a result, around 400 full-time positions are created for employees with disabilities, corresponding to 3.5% of all full-time positions. The share of inclusive workplaces (internal and external workshops) should be further increased in the medium term.

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

The proportion of female employees at the end of 2022 was 24% (previous year 24%), and for management this figure was 11% (previous year 11%). The six-member Board of Directors has two female members, which represents a share of around 30%.

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

People of all ages work together hand in hand at the company. Senior employees pass on their knowledge to the next generation, and in turn benefit from the new perspectives offered by the young talents. 15% of the workforce is under 30 years of age, 42% between 30 and 45, and 43% over 45. Around 20% of employees have worked at the company for periods in excess of 15 years. The goal is to have a good mixture of ages.

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

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

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

An equal pay analysis carried out in 2021 at all Geberit companies in Switzerland confirmed that equal pay between female and male employees is upheld. The certified auditors PwC checked and confirmed that the analysis was carried out correctly.

Non-discrimination (GRI 406)

Management approach non-discrimination

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

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

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

Cases of discrimination (GRI 406-1)

According to the annual Group-wide survey of the Code of Conduct, there were two cases of sexual harassment in the workplace in the reporting year, with one accused person in each case. Both the accused people have left the company and the cases are closed. Furthermore, there was one complaint concerning discrimination. The complaint was followed up but could not be upheld.

Freedom of association (GRI 407)

Management approach freedom of association

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

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

According to the annual Group-wide survey of the Code of Conduct, no infringements of the guarantee of freedom of association and collective bargaining were identified in 2022.

Occupational health and safety (GRI 403)

Management approach occupational health and safety

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

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

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

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

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

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

throughout the entire organisation. It does so by defining key topics and exchanging best practices between plants, among other aspects. In the reporting year, the team developed concepts for applicable Group-wide safety standards and for safety audits across plants and carried out two pilot audits. The new safety standards aim to increase the level of safety in the production plants and in logistics and will be rolled out in 2023. Moreover, further safety audits across plants are to be carried out.

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

Apart from the new plant in Stryków (PL), which started operations in 2022 and will be audited for the first time in 2023, all production plants and the central logistics centre in Pfullendorf (DE) – and thus 99.8% of the production workers – are certified in accordance with the occupational health and safety standard ISO 45001.

For further details, see → [Business Report > Business and financial review > Financial Year 2022 > Employees](#).

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

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

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

Occupational health services (GRI 403-3)

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

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

93.5% of all employees worldwide are represented through an occupational health and safety panel or safety committee at their site, in which employer and employee representatives can discuss occupational health and safety issues. The occupational health and safety panels are created on behalf of the management and involve all levels of the organisation as well as various specialist roles and areas (including company physicians, works council, occupational safety specialists, representatives of occupational health and safety unions). In addition, employees are involved in relevant processes of the Geberit Safety System, such as the risk assessment of workplaces, the accident investigation or as part of behavioural inspections. The Group-wide Geberit Safety Team – a team of experts from all production areas – also plays an active role in developing occupational health and safety.

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

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

Geberit continues to use an eLearning programme aimed at employees in production and logistics which should, among other things, help to correctly identify danger areas in the workplace and rectify them consistently. This was translated into further languages in the reporting year and is due to be rolled out in other countries and at other sites in 2023.

Promotion of employee health (GRI 403-6)

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

Among others, there is a focus on the ergonomic organisation of the workplace, particularly in the ceramics plants. In the reporting year, conventional plaster casting systems were replaced with modern high-pressure casting systems in Kofo and



Wrocław (both PL) and a first glazing robot was commissioned in Carregado (PT). This improves the ergonomics at the respective workplaces.

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

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

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

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

Accidents and days lost (GRI 403-9)

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

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

Thanks to standardised reporting on occupational health and safety, it is ensured that the efforts made achieve their desired effect and that corrective measures can be initiated at an early stage. In the reporting year, a total of 157 accidents were recorded (previous year 160 accidents), equivalent to 3,034 lost working days due to occupational accidents (previous year 3,089 lost working days). The statistics show only those occupational accidents that occur during working hours or business travel and lead to lost working time of one working day or more. The most frequent injuries are cuts and stab wounds on hands and bruising to the body. In the reporting year, the accident frequency rose to a value of 8.2 (previous year 7.9), which corresponds to an increase of 3.8%. The accident severity increased by 3.1% to a value of 157.5 (previous year 152.8) in the same period. Since 2015, the AFR has fallen by 28.1% and the ASR by 23.6%. In the reporting year, there were two severe accidents and no fatal accidents. Furthermore, the Group-wide absenteeism rate due to accidents and absences due to illness based on regular working hours was 5.46% (previous year 4.71%). Illness-related absences accounted for 98.2% of this rate (previous year 97.9%).

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

Work-related illness (GRI 403-10)

There are certain operational activities at Geberit, particularly in ceramic production, involving an increased risk of work-related illness (silicosis/dust disease). The risks lie primarily in slip and glaze preparation, casting and glazing as well as in the processing of unfired and fired ceramic parts. Geberit has specified a standard threshold for dust emissions, which is lower than the legally prescribed levels at various sites. Dust measurements are taken in the plants on a regular basis with a uniform measurement and evaluation procedure. The results of the site-specific measurements are used as the basis for local corrective measures. The topic is also systematically addressed as part of the Geberit Safety System and certification according to ISO 45001 (occupational health and safety). Furthermore, Geberit participates in the NEPSI programme (The European Network on Silica) as a member of FECS, a suborganisation of Cerame-Unie (European Ceramic Industry Association). This includes monitoring the exposure of employees to quartz dust and the implementation of best practices.

Around 50% of employees in ceramic production are regularly exposed to increased levels of quartz dust. Technical, organisational and personal protection measures are implemented for the protection of these employees. In the area of personal protective equipment, as well as in hygiene and cleaning, minimum standards were defined and implemented. Geberit



makes substantial efforts towards either avoiding the exposure of employees to these risks (e.g. through the installation of glazing robots) or minimising this exposure (e.g. through the use of special extraction devices and filters, dust masks or the provision of training in correct behaviour at the workplace). Furthermore, the employees regularly undergo occupational medical examinations (including auscultation of the lung, lung checks and X-rays).

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

Society

Anti-corruption (GRI 205)

Management approach anti-corruption

As a member of Transparency International Switzerland and the UN Global Compact, Geberit is committed to high standards in combating corruption. Corruption is categorically rejected. There are clear, internal guidelines on prevention which are communicated to all employees, and employees receive training in this area. Compliance with the guidelines is monitored as part of an annual survey at all Group companies. The Internal Audit Department conducts additional on-site audits. In the event of misconduct, corrective measures are taken. For further information about the compliance system, see → [GRI 2-24](#).

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

The annual survey at all Group companies contains a range of questions aiming to identify incidents of corruption. The topic of corruption is also a component of the audit programme for the periodic inspections of the production plants, sales, logistics and management companies by the Internal Audit Department. The annual audit planning of the Internal Audit Department is oriented to risks. Each company is audited at least every five years, or considerably more frequently if it has a high risk profile. In 2022, the Internal Audit Department audited a total of 23 companies.

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

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

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

Incidents of corruption (GRI 205-3)

According to the annual survey carried out at all Group companies and the audits conducted by the Internal Audit Department, there were no cases of corruption in 2022.

Anti-competitive behaviour (GRI 206)

Management approach anti-competitive behaviour

The prevention of anti-competitive behaviour is a matter of top priority for Geberit. Anti-competitive behaviour of any kind is categorically rejected. An internal antitrust audit was carried out at several sales companies in 2022 to verify compliance in this area and also to improve it.

In the reporting year, the antitrust legislation eLearning course was adapted and rolled out in the USA, China, South Africa, South East Asia, Australia and India. Otherwise, the focus of the training courses was on first-line sales managers, of whom around 100 managers from seven European sales companies underwent in-depth training. For 2023, further training courses are planned for sales managers from the EU sales companies.

As part of numerous enquiries from the Geberit markets, Corporate Legal Services once again dealt with the permissibility of a wide range of marketing and sales activities under competition law in the reporting year. The enquiries demonstrate a marked sensibility among the employees in the area of antitrust legislation.

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

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

The suspected case from the previous year was closed without further consequences. There were no new cases in the reporting year.

Child labour (GRI 408)

Management approach child labour

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

Cases of child labour (GRI 408-1)

According to the annual Group-wide survey of the Code of Conduct, there were no cases of child labour revealed in 2022. There were likewise no such cases uncovered during the audits carried out at suppliers.

Forced or compulsory labour (GRI 409)

Management approach forced or compulsory labour

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

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

According to the annual Group-wide survey of the Code of Conduct, there were no cases of forced or compulsory labour revealed in 2022. There were likewise no such cases uncovered during the audits carried out at suppliers.

Indirect economic impacts (GRI 203)

Management approach indirect economic impacts

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

With its innovative solutions for sanitary products, Geberit aims to achieve sustained improvement in people's standard of living. The economy benefits from Geberit's leading role in the change towards a more sustainable sanitary industry: through the contribution to better sanitary and hygiene standards, a durable, resource-efficient sanitary infrastructure, through know-how transfer in the sanitary industry, via impetus for the economy in regional economic areas, and through strong and long-term relationships with suppliers. There is no management approach to indirect economic impacts in the narrower sense. Instead, the company works with the stakeholders concerned to identify the best solutions in each case.

Significant indirect economic impacts (GRI 203-2)

Geberit forms part of the value chain in the construction industry. It has significant indirect economic impacts for the employees, on the customer side at sanitary engineers, plumbers and end users, as well as at suppliers and transport companies. Continuous investment in the production plants in Europe, China, India and the USA, as well as the logistics centre in Germany, will strengthen these individual economic areas.

Geberit know-how and Geberit products and system solutions significantly reduce the burden on water and drainage systems, thus reducing the associated costs and consumption of resources. According to one model calculation, all dual-flush and flush-stop cisterns installed since 1998 have so far saved around 42,050 million m³ of water in comparison with traditional flushing systems. In 2022 alone, the water saved amounted to 3,840 million m³.

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

Geberit lends impetus to the sanitary industry with innovation and new products that are sold and installed worldwide by wholesalers, plumbers and sanitary engineers. During the reporting year, around 48,000 professionals were provided with training on Geberit products, tools, software tools and installation skills at 30 Geberit Information Centres in Europe and overseas, see → [Business Report > Business and financial review > Financial Year 2022 > Customers](#). In this way, Geberit supports innovation, growth and value added in the sanitary industry.

Furthermore, Geberit is an important employer for the communities around its sites, with employees generating local value added. Added to this is Geberit's contribution as a training company for apprentices. At the end of 2022, Geberit employed 283 apprentices, thus supporting training in different countries, see also → [GRI 404](#).

The indirect economic impact on suppliers and transport companies is also significant. In 2022, Geberit procured goods amounting to CHF 1,136 million (previous year CHF 1,061 million) and had business relations with a total of 1,710 direct suppliers. Geberit does not have its own transport fleet and therefore generates orders for external transport companies.

Social responsibility

Management approach social responsibility

Social responsibility is exercised both within the scope of long-term partnerships with social institutions and programmes with partners and in the annual social projects that Geberit has been carrying out since 2008. These projects exhibit a relationship to the topic of water and sanitary facilities, as well as to Geberit's core competencies and corporate culture. Equally important is the aspect of personal and professional education. By getting actively involved in the social projects in developing regions, apprentices become familiar with other cultures and also acquire new social, linguistic and professional competencies. Furthermore, these social projects make a tangible contribution to the UN Sustainable Development Goals (SDGs), which include giving all humans access to clean drinking water and basic sanitation by 2030. A review of what has been achieved is carried out on a regular basis.

Infrastructure investments and promoted services (GRI 203-1)

Donations and financial contributions, including product donations, totalling CHF 4.4 million (previous year CHF 4.2 million) were made during the reporting year. Geberit employees also carried out charitable work totalling around 1,890 hours in the reporting year (previous year 1,650 hours).

The focus was on the following projects and partnerships in 2022:

- In 2022, twelve Geberit apprentices from Germany, Austria and Switzerland travelled to Istanbul in Turkey as part of the social project. Accompanied by the local Geberit sales company, the apprentices helped renovate eight sanitary rooms and a total of 24 sanitary installations at a primary school for over 1,000 children in a suburb of the city.
- The partnership with the Swiss development organisation Helvetas was continued. Part of this partnership focuses on infrastructure projects in developing countries where Geberit employees went on volunteering assignments. Following a two-year interruption to these projects due to the pandemic in 2020 and 2021, 14 Polish employees from Geberit travelled to Nepal in the reporting year. In a remote village in western Nepal, they laid water supply lines, secured wells and built water tanks under the guidance of experts. In doing so, they helped to ensure better access to clean drinking water for the villagers.
- Despite the war in Ukraine, the local Geberit sales company continued its long-standing project for supporting the professional training of plumbers in the country. Geberit Ukraine is carrying out this project in collaboration with the Swiss Agency for Development and Cooperation (SDC), the Swiss foundation Swisscontact and the Ukrainian Ministry of Education. By the end of 2022, almost 3,000 young sanitary specialists (including 19 women) and 50 teachers were trained in 25 vocational schools. As part of this project, Geberit supported the Ukrainian vocational schools with additional material and equipment.
- As a long-standing member of the Swiss Water Partnership network, Geberit supported a newly launched competition for students and young professionals. As part of the "Youth Water Challenge", participants drew up suggestions for projects that improve access to water, drinking water quality or hygiene. Nine of these projects were put into action.
- Geberit also provided sanitary equipment to the "L'Unique Foundation". Established by a Swiss sanitary enterprise and based in Basel (CH), this foundation finances the construction and renovation of sanitary facilities at schools in Nepal.

The Geberit Group's social commitment is rounded off by a multitude of other initiatives at a local level. At various Geberit sites in Europe, such as Germany, Austria, Poland, France and Switzerland, for example, assembly and packaging work is regularly awarded to workshops for people with disabilities. In the reporting year, this work amounted to CHF 9.5 million and gave around 550 people meaningful work.

As a basic principle, all social projects carried out by Geberit are regularly checked by company employees in the respective country or in partnership with non-governmental organisations – including after completion of the projects in question. All donations are neutral from a party political point of view. No donations were made to parties or politicians. This is ensured globally as part of the annual audit of the → Code of Conduct. For further information, see also → Business Report > Business and financial review > Financial Year 2022 > Social responsibility.

Environment

Introduction

Geberit had already drawn up its first environmental strategy and implemented specific measures in 1990. Over the years, this strategy was gradually developed into a comprehensive → Sustainability strategy, is now an integral part of the corporate culture, and makes a significant contribution to the UN Sustainable Development Goals, see → [SDG Reporting](#).

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

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

Environmental criteria are considered in all decision-making processes. These processes are continuously being examined so that a proven high standard is achieved which often greatly exceeds legal requirements. Geberit's environmental principles are defined in the → [Code of Conduct](#). The Geberit Group has a → [Group certificate](#) in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. All production plants (with the exception of the new bathroom furniture manufacturing plant in Stryków (PL)), central logistics, and the management company incorporating all Group functions at headquarters in Rapperswil-Jona (CH) – and thus 99.8% of the production workers – are certified in accordance with these three standards. In addition, five German plants are certified according to ISO 50001 (energy) and nine sales companies according to ISO 9001 (quality).

The annual preparation of a corporate eco-balance has been an established part of Geberit's environmental management since 1991. It covers all production plants worldwide, the logistics centre in Pfullendorf (DE), other smaller logistics units and the larger sales companies. The applied Swiss Ecological Scarcity Method takes into consideration a wide range of environmental impact factors (emissions, resources, waste) and summarises them as a key figure known as eco-points. In 2022, the corporate eco-balance was updated in terms of the relevant basic data and eco-factors (version 2021). The environmental impact of the Geberit Group calculated for the reporting year reflects these changes. In order to ensure comparability with previous years, the values from the previous years were also recalculated. The ecological assessment of additionally purchased electricity was also updated. This now takes into consideration the effectively purchased local electricity mix (market-based) instead of the electricity mix of the respective country.

The environmental impact decreased by 17.1% and CO₂ emissions by 18.1% in the reporting year. The environmental impact in relation to currency-adjusted net sales (eco-efficiency) dropped by 20.9%, and sales-related CO₂ emissions by 21.9%. These figures are well above the long-term target of 5% per year. This progress is founded largely on measures implemented in the new CO₂ strategy, including improvements in efficiency at the energy-intensive ceramics plants and the targeted purchasing of green electricity. Since the acquisition of the ceramics business in 2015, the absolute environmental impact has been reduced by 38.2% and CO₂ emissions by 37.7%. Eco-efficiency improved by 56.8% in the same period, while sales-related CO₂ emissions (CO₂ intensity) fell by 56.4%. Established in 2022, the CO₂ strategy includes numerous measures, see also → [GRI 305](#).

For a compact overview of all the relevant developments in the reporting year, see → [Business Report > Business and financial review > Financial Year 2022 > Sustainability](#). Detailed key figures on the environmental impact are provided at → [Key figures sustainability > Environment](#). Geberit's contributions to the UN Sustainable Development Goals can be found in the separate → [SDG Reporting](#).

Resources and circular economy (GRI 301)

Management approach resources and circular economy

The use of raw materials, semi-finished products and finished products with a global procurement value of CHF 1,136 million is a significant production factor for Geberit. The grey energy associated with purchased materials is founded on basic data from the Ecoinvent database (version 3.8) and amounts to around 13,600 TJ (previous year 14,000 TJ), around six times the entire energy consumption of the production plants. CO₂ emissions associated with purchased materials amount to 742,402 tonnes of CO₂ (Scope 3) and are responsible for 55.8% of Geberit's entire CO₂ emissions. This emphasises the importance of treating raw materials with care. In the reporting year, resource efficiency in ceramic production was improved by 7.6%, with

optimisation of 10% envisaged for the period 2021 to 2024. It is important that the resource-efficient use of raw materials is considered as early as the product development process. This has been implemented systematically since 2007 as part of eco-design workshops and is thus a central element of Geberit's CO₂ strategy, see → [GRI 305](#) and → [Product management and innovation](#).

As part of the European vision for a resource-saving circular economy, efforts are being made to identify and implement options in the area of closed material cycles. The aim is to minimise resource and energy usage, lengthen the service life of products as far as possible, close internal and external material cycles to the greatest extent possible, and constantly increase the use of internal and external recycled materials. Of key importance here is that Geberit products must have a very long industrial service life, as many of them will be installed in buildings for decades. This is guaranteed through the use of top-class materials and the application of strict quality requirements. An important factor here is the availability of spare parts for up to 25 years for a significant proportion of the product range. From 2023, spare parts availability will be extended and increased from 25 to 50 years for concealed cisterns, and a lifetime guarantee will now be provided for ceramic products (not including seat and lid). Furthermore, Geberit products are usually backwards-compatible and can be cleaned and repaired easily. Attention is also paid to using as little packaging material as possible. All these features combine sustainability aspects and support the circular economy, both in production as well as the use of the products in buildings.

Among other aspects, the use of recycled plastics is constantly promoted by Geberit as part of the eco-design workshops. In particular, work continues towards constantly increasing the share of bought-in plastic regranulate used (post-consumer waste). Alongside recycled ABS, a suitable recycled material was also evaluated for applications involving polypropylene (PP). This will be used increasingly, for example as transport protection for Mepla pipes.

In addition, sound insulating Geberit SilentPanels for the prewall were launched on the Swiss market in the reporting year. 60% of the material used in manufacturing the SilentPanels comes from recycled PET bottles and the product can be reused easily. As a result, it is possible to significantly reduce material usage compared to standard construction.

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

Plastic also plays a key role as a material in piping systems, which is why Geberit participated in a TEPPFA study on the overall consideration of environmental aspects in the plastic pipe industry. In the study, the costs and benefits of different measures aimed at reducing CO₂ emissions and improving recyclability were assessed, in particular with regard to the use of plastic regranulate in piping systems.

Materials used (GRI 301-1)

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

The most important materials for production are plastic and metal raw materials, mineral raw materials and various semi-finished products and finished products. A total of 415,945 tonnes of materials were used in 2022 (previous year 457,299 tonnes). Detailed key figures on the use of materials can be found at → [Key figures sustainability > Environment](#).

In 2017, the implementation of a software-based solution for managing hazardous substances began and has since been rolled out in 23 production plants. This means that a standardised, efficient process now exists for managing and reducing the use of hazardous operating and auxiliary materials. In 2022, the volume of hazardous substances used was reduced by 13%. For example, process optimisation in the production of welded, bent Mapress Stainless Steel fittings not only helped improve efficiency, quality, ergonomics and waste, but also reduced pickling step by step.

Percentage of recycled material (GRI 301-2)

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

Internal sources:

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

Raw materials are also recycled internally and fed back into the process in ceramic production. The recycling rate for the ceramic slip is 5 to 10% and 20 to 40% for the glaze, corresponding to around 27,000 tonnes in total. The reporting year also saw resource efficiency in ceramic production improve by a further 7.6% to 0.41 kg waste/kg ceramic.

External sources:

The share of recycled material in purchased metals is relatively high. This data originates from the Wuppertal Institute for Climate, Environment and Energy. Extrapolated, the raw material metal purchased contains around 37,700 tonnes of recycled material.

With plastics, virgin material is primarily used. The search for suitable, high-quality regranulate from external plastic waste (post-consumer waste) is, however, an integral part of Geberit's procurement strategy. In terms of the material Acrylonitrile Butadiene Styrene (ABS), a suitable alternative made of 100% recycled material was found. This alternative is based on high-quality plastic waste from the electronics industry (e.g. used computer cases). According to the supplier, the manufacture of this regranulate consumes over 80% less energy compared to the manufacture of a tonne of new petrochemical-based plastic, while releasing around three tonnes less CO₂ per tonne of regranulate into the atmosphere. In 2022, 934 tonnes of ABS regranulate (previous year 957 tonnes) were used for various components in exposed and concealed cisterns. Thanks to an intelligent redesign, around half of the material used for the fill and flush valves launched in 2021 for the range of floor-standing WCs in the Nordic countries is made of high-quality ABS regranulate, for example. The use of plastic regranulate is generally to be increased further and applied to other product areas. Since 2020, a second high-quality recycled plastic (post-consumer waste) in the form of polypropylene (PP) has been available, 4.1 tonnes of which were used in 2022 (previous year 4.2 tonnes).

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

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

In the case of packaging materials, Geberit's goal – also as part of eco-design workshops – is to keep amounts as low as possible, to continuously increase the share of recycled material, and to simplify the recycling and return processes. Efforts to reduce packaging amounts are already starting to bear fruit. For example, certain packaging levels are being omitted, bags reduced in size or thinner foils used, while instructions are printed directly on the packaging rather than on paper, or replaced by a QR code. In addition, care is being taken to avoid the use of polystyrene (EPS) wherever possible and, where necessary, to replace it with recyclable cardboard. A good example here is the → [redesign of the packaging for the sanitary flush unit](#). Proven standard packaging – introduced as part of an effort to reduce complexity – is now also being reviewed. Since 2021, WC lids are shipped in cardboard boxes that have been reduced in size as far as possible. These boxes are almost four times lighter than those used previously, cause 70% fewer CO₂ emissions and are both easier to use and cheaper to procure. The packaging of the MasterFix fittings was also revised in the reporting year. The annual material savings amount to 1.8 tonnes of cardboard and 58,000 m² of plastic foil – an area equivalent to around eight football fields. This results in a saving of around 24 tonnes of CO₂ per year.

In 2022, around 38,900 tonnes of packaging material were used (previous year 41,100 tonnes), of which around 67% was collected and recycled by Geberit or by financed contractual partners. The rest was disposed of and recycled on a country-specific basis.

Energy (GRI 302)

Management approach energy

Representing a 97.6% share of the corporate life cycle assessment, the consumption of energy in the form of electricity, combustibles and fuels represents Geberit's greatest environmental impact. Software introduced in 2012 permits monthly monitoring of water and energy consumption, as well as the Group-wide calculation of environmental impact and CO₂ emissions. In addition, systematic energy and CO₂ monitoring and an energy/CO₂ master plan are being implemented in the most energy-intensive plants to manage and plan energy consumption.

Pivotal in energy management and the new CO₂ strategy are measures for saving energy, increasing efficiency and procuring energy in the plants. The corresponding measures are implemented using an energy master plan and a rolling CO₂ forecasting of the significant plants. The proportion of renewable energies is being further increased throughout the company, always taking the internal CO₂ reference price and the economic efficiency of the planned projects into consideration. There are various ways of doing this: purchasing high-quality green electricity certificates, long-term Power Purchase Agreements (PPA) with selected operators, or the installation of proprietary photovoltaic systems on the roofs of the production plants to generate electricity to be used within the company. A special guideline for planning and building such installations was developed in 2022. The company plans to further increase its purchase of green electricity in 2023 by an additional 10 GWh.

In addition, the five German plants in Lichtenstein, Pfullendorf, Langenfeld, Wesel and Haldensleben are certified according to the ISO 50001 standard for energy management. Furthermore, all Geberit companies implemented the European Energy Efficiency Directive 2012/27/EU in 2015, which was reviewed for the first time in 2019 and will be reviewed again in 2023.

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

Energy consumption within the organisation (GRI 302-1)

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

liquefied petroleum gas (LPG) and natural gas (CNG). The indirect energy carriers (Scope 2) include electricity and district heating.

Energy consumption decreased by 8.1% in the reporting year – primarily due to the decline in volume, a mild winter and targeted energy efficiency measures – and is now 712.6 GWh (previous year 775.7 GWh). Since the acquisition of the energy-intensive ceramics business in 2015, it has been possible to reduce energy consumption by 21.9%, making a significant contribution to reductions in the environmental impact and CO₂ emissions.

Combustibles (primarily for ceramic production), including district heating, still account for the greatest share of energy consumption at 65.8% (previous year 67.3%), followed by electricity with 30.7% (previous year 29.9%) and fuels with 3.5% (previous year 2.8%).

Since 2012, a block heating station has been in use in Pfullendorf (DE). In 2022, this plant was fed by 7.5 GWh of regionally produced biogas. The electricity generated by the plant (2.8 GWh) is fed into the transmission grid, whereas the resulting heat (3.5 GWh) can be used in production, thereby reducing the use of natural gas.

Since 2013, the roof area at the plant in Givisiez (CH) has been made available to an energy services provider for a 3,050 m² photovoltaic installation. It generated 0.5 GWh of electricity in 2022. However, this contribution is not included in the energy balance as the energy produced is managed by the regional energy supplier. Overall, the volume of purchased green electricity was increased by 26.7 GWh to 111.8 GWh in 2022, which corresponds to around half of the entire volume of purchased electricity.

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

Energy consumption outside the organisation (GRI 302-2)

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

In 2022, purchased materials resulted in grey energy consumption of around 13,600 TJ (previous year 14,000 TJ).

Business flights have been recorded and included in the assessment since 2012. The flight distances are calculated according to the respective departure and arrival airports. Energy consumption arising from business flights amounted to 10.5 TJ in the reporting year (previous year 6.0 TJ).

Intercompany and distribution logistics are provided by external transport service providers. Since 2010, a logistics calculator developed by Geberit has been used for monitoring purposes and covers intercompany and distribution logistics. In the reporting year, the transport service providers handled 644.5 million tkm (tonne-kilometres), previous year 672.3 million tkm. This gave rise to energy consumption of 1,187 TJ (previous year 1,267 TJ). The reduction in transport services and energy consumption was mainly due to the decline in volume. For further information, see → [Logistics](#).

Energy consumption arising from the use of sold products is determined by the electricity consumed directly by the products themselves (especially shower toilets) and the heating of water for the washbasin taps. This indicator is based on the average annual consumption of the product in question multiplied by the sales figures in the reporting year and its expected service life, and amounted to around 412 TJ in the reporting year.

Energy intensity (GRI 302-3)

Energy intensity is an important performance indicator at the production plants, and is monitored monthly in the management cockpit. It refers to the quantities produced in unit equivalents and, in the ceramics plants, also to the quantity produced in terms of weight. Those plants which are certified to ISO 50001 (energy) have also introduced a more refined system of monitoring. At Group level, net sales constitute a key indicator alongside environmental impact and CO₂ emissions. In 2022, energy consumption per net sales improved by 12.3% compared to the previous year.

Energy saved (GRI 302-4)

Important ongoing energy-saving measures in production include:

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

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

- Increase in the number of injection moulding machines with energy-efficient drive technology (hybrid, fully electrical, standby) to 229 machines, and commissioning of a seventh fully electrical blow-moulding machine.
- Process optimisation in the production of Mapress Stainless Steel fittings in Langenfeld (DE) leading to a reduction in electricity and natural gas consumption through a step-by-step reduction in pickling.
- Replacement of conventional plaster casting systems with modern high-pressure casting systems in Koło and Włocławek (both PL) in order to increase efficiency, improve ergonomics and reduce raw material consumption and plaster waste.
- Commissioning of first glazing robot in Carregado (PT) in order to increase efficiency, improve ergonomics and reduce raw material consumption.

Measures to reduce energy consumption in intercompany and distribution logistics:

- Product deliveries from the logistics centre in Pfullendorf (DE): More efficient utilisation of the capacity of the loading vessels thanks to the optimised calculation of loading space and implementation of organisational measures.
- Efficient utilisation of freight capacity: Use of high cube swap bodies (around 10% more capacity), double-decker systems, and the double stacking of cisterns for major customer deliveries (around 400 truck journeys saved in the reporting year), and the deployment of long trucks in Scandinavia with a length of up to 25 metres and a total weight of up to 60 tonnes (around 40% increase in load volumes).
- Use of state-of-the-art truck technology: The share of transport services handled by state-of-the-art Euro 6 trucks was 87% (previous year 82%). In addition, four trucks powered by natural gas are in operation between Jona (CH) and Pfullendorf (DE) and on other routes.
- Shift truck traffic to rail: From Pfullendorf (DE), almost 100% of ocean freight shipments to Hamburg (DE), 80% of shipments to Italy, and 15% of shipments to Switzerland are conducted by rail. The percentage of rail consignments from Italy to Pfullendorf is 59% and to Switzerland 86%.

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

The biggest environmental contribution by Geberit products lies in the conservation of water, which indirectly also saves on energy. According to the Ecoinvent database (version 3.8), some 9.9 MJ of energy are required and 0.6 kg of CO₂ emissions released per cubic metre for the conveyance, processing and distribution of water and the subsequent processing of the unpolluted waste water in a treatment plant. The water footprint calculated for Geberit shows that nearly 100% of water consumption is attributable to the product use phase. The water volume saved owing to Geberit products is enormous: According to one model calculation, all dual-flush and flush-stop cisterns installed since 1998 have so far saved around 42,050 million m³ of water in comparison with traditional flushing systems. These water savings indirectly result in substantial energy savings and reductions in CO₂ emissions.

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

Specific examples include:

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

CO₂ and other emissions (GRI 305)

Management approach CO₂ and other emissions

Geberit has been calculating its carbon footprint along the value chain (Scopes 1 to 3) since 2012. Within this context, the following activities are relevant: the provision of raw materials, combustibles and fuels (Scope 3), the manufacture of products (Scopes 1 and 2), logistics, together with use and disposal of products (all Scope 3). An analysis revealed that the provision of raw materials (55.8%) is by far the largest source of CO₂ emissions. The manufacture (11.3%) and disposal (22.5%) of sold products also play a major role. Intercompany and distribution logistics (5.0%), the provision of combustibles and fuels (2.0%), business flights (<0.1%), and the use of sold products (3.4%, direct emissions resulting from electricity consumption) result in only few emissions. For further information, see → [Key figures sustainability > Environment](#).

In the reporting year, the calculation of greenhouse gas emissions was updated with new basic data on the basis of the internationally recognised Ecoinvent database (version 3.8) and the IPCC (Intergovernmental Panel on Climate Change) factors from 2013. Production-related process emissions are now also taken into consideration and, where possible, the effectively purchased local electricity mix (market-based) instead of the electricity mix of the respective country. Greenhouse gas emissions are calculated according to IPCC and are shown as a sum parameter (CO₂ equivalents or simply CO₂).

Production emissions are recorded, calculated and analysed in detail as part of the corporate eco-balance. CO₂ emissions are particularly important to Geberit. → [Other air emissions \(NO_x, SO₂, hydrocarbons, etc.\)](#) are also recorded and calculated, but have a comparatively minor impact on the environment. The reduction of these emissions is directly related to the reduction targets of the CO₂ strategy.

The Geberit Group stands for an ambitious and implementation-oriented approach in its activities. This also applies to the new CO₂ strategy developed in 2021 and implemented in the reporting year. The goal in the future is to continue to reduce CO₂ intensity by an average of 5% per year. As such, Geberit is looking to achieve a long-term reduction in absolute CO₂ emissions from 183,886 tonnes in 2021 to 121,000 tonnes by 2035. In comparison with the reference year 2015, relative CO₂ emissions are to be reduced by 70% by 2030 and by 80% by 2035, while absolute CO₂ emissions are to fall by 47% and 50% by 2030 and 2035 respectively. The targeted reduction in emissions (Scopes 1 and 2) is equivalent to a contribution to a reduction path that limits CO₂ emissions to “well below 2°C” above pre-industrial levels.

A central element of the new CO₂ strategy is its integration in all relevant and existing business processes as well as the handling of CO₂ emissions as external costs by means of internal CO₂ pricing. In this way, Geberit wants to ensure that the procedure of reducing the company’s carbon footprint is widely supported within the company, incorporated in daily business activities, and that the measures taken have a long-term, sustainable effect. The new CO₂ strategy consists of six elements: transparency, accountability, CO₂ pricing, energy, structural reduction, and offsetting or removal.

Transparency

The annual preparation of a comprehensive corporate eco-balance is an established part of environmental management. It covers all production plants worldwide, central logistics in Pfullendorf (DE), other smaller logistics units and the larger sales companies. Geberit has been calculating its carbon footprint along the value chain (Scopes 1 to 3) since 2012 → [Key figures sustainability > Environment](#).

As part of the new CO₂ strategy, internal reporting has been further expanded: Key figures on CO₂ emissions are included in the regular monthly reporting and forecasting processes. Additionally, the calculation of CO₂ emissions (Scopes 1 and 2) was also audited externally for the first time as part of a limited assurance engagement, see → [Audit Report Greenhouse Gas Balance](#).

In addition to focusing on Scope 1 and 2 emissions, work continued on the transparency of Scope 3 emissions. This took place on a product level as part of environmental product declarations (EPDs) and also for Scope 3 emissions from the supply chain.

Accountability

Since 2022, the annual achievement of targets in reducing CO₂ has been integrated as one of five equally weighted criteria in the calculation of the Group bonus. The annual reduction goals are thus bonus-related with a weighting of 20% for the entire Group management (around 220 managers) as well as for the employees in Switzerland (a total of 1,500 employees).

CO₂ pricing

The internal CO₂ pricing is of central importance. Once a year, the Group Executive Board suggests a CO₂ reference price as part of the budget, which is then approved by the Board of Directors – this was EUR 60 per tonne of CO₂ for 2022. This is based on the price of the European Emissions Trading System (ETS) for CO₂. The internal CO₂ reference price embodies the reference costs for saving one tonne of CO₂. An implicit CO₂ project price is calculated for each project using an economic efficiency calculation. This serves as a basis for deciding on investments in measures to reduce energy or CO₂. The lower the CO₂ project price, the more attractive the project, whereby the price for implementing a project has to be under the CO₂ reference price.

Energy

Pivotal in the CO₂ strategy are measures for saving energy, increasing efficiency, heat recovery and procuring energy in the plants. The corresponding measures are drawn up and implemented as part of an energy master plan and a rolling CO₂ forecasting of the significant plants. The proportion of renewable energies is being further increased throughout the company, always taking the internal CO₂ reference price and the economic efficiency of the planned projects into consideration. There are various ways of doing this: purchasing high-quality green electricity certificates, long-term Power Purchase Agreements (PPA) with selected operators, or the installation of proprietary photovoltaic systems on the roofs of the production plants to generate electricity to be used within the company (→ [GRI 302](#), → [GRI 305-5](#)).

Structural reduction

Accordingly, the area of ceramics, which accounts for around two-thirds of all Geberit's CO₂ emissions (Scopes 1 and 2), has the largest savings potential. This includes a special focus on the reduction of scrap rates and refiring rates. The firing process and the use of the resulting waste heat will be continually optimised. This can be used for other process steps, such as drying the plaster moulds or ceramic blanks. Furthermore, projects were launched to investigate the possibilities of switching to renewable energy sources – for example, green hydrogen – in the long term, as well as the systematic reuse of ceramic waste (→ [GRI 301](#)).

Geberit also contributes to reducing Scope 3 emissions as part of purchasing and product development. Since 2007, all new products have been optimised in terms of sustainability as part of eco-design workshops. Seen across the entire life cycle, each product should be better than its predecessor from an ecological perspective – and all without sacrificing on quality, functionality or durability. With regard to the individual areas in the upstream and downstream value chain, the planned measures are aiming for the following improvements:

- Ensuring high quality, durability and repairability
- Reduction of water and energy consumption when the products are used
- Reduction of the quantities of material used
- Increasing the share of recycled and sustainable, CO₂-reduced materials
- Simplification of dismantling and recycling products and their components
- Reduction of packaging material
- Optimisation of transport routes and maximising shipping container utilisation

The sustainable design of products makes a significant contribution to Scope 3 emissions at Geberit. Through the continuous development of products, Geberit can set itself apart from the competition at customers with an increased awareness of sustainability and reduce potential risks resulting from possible future environmental regulations.

A sustainable supply chain also contributes to reducing Scope 3 emissions. The selection of suitable raw materials with minimal CO₂ emissions plays an increasingly important role, and is addressed in discussions with suppliers and included in decision-making processes, see → [Procurement](#).

Offsetting or removal

Geberit has the goal of significantly reducing CO₂ emissions on its own, wherever possible. There is an increasing demand for low-carbon or carbon-neutral products among customers. As part of the new CO₂ strategy, Geberit is testing out the approach of voluntarily offsetting currently unavoidable CO₂ emissions from ceramic production through the purchase of high-quality CO₂ certificates as part of a pilot project run by the Swiss myclimate foundation. The environmental product declaration (EPD) for ceramic appliances is the basis for calculating emissions here.

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

In 2022, CO₂ emissions (Scopes 1 and 2) amounted to 150,591 tonnes (previous year 183,886 tonnes), corresponding to a decrease of 18.1%. At 64.3% (previous year 58.5%), combustibles are the largest source of CO₂, followed by electricity at 30.9% (previous year 38.0%) and fuels at 4.4% (previous year 3.2%), as well as process emissions and district heating at 0.4% in total (previous year 0.3%). The targeted purchase of 111.8 GWh of green electricity (previous year 85.1 GWh) in Rapperswil-Jona and Givisiez (CH), Pfullendorf and Haldensleben (DE), Pottenbrunn (AT), Bromölla and Mörrum (SE), Ekenäs (FI), and Koło, Włocławek and Ozorków (PL) meant that it was possible to reduce CO₂ emissions by around 51,400 tonnes (previous year 31,500 tonnes).

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

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

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

- Raw materials used and the resulting CO₂ emissions at 742,402 tonnes (previous year 757,572 tonnes).
- The provision of combustibles and fuels, which in 2022 accounted for 21,683 tonnes from combustibles (previous year 23,857 tonnes) and 4,590 tonnes from fuels (previous year 4,087 tonnes). CO₂ emissions of electricity generation from the upstream chain are included in → GRI 305-2.
- Business travel by air, at 732 tonnes of CO₂ emissions (previous year 423 tonnes). These CO₂ emissions comprise direct and indirect emissions and are based on the Ecoinvent database (version 3.8) and the IPCC factors from 2013.
- Intercompany and distribution logistics (see → GRI 302-2), which gave rise to a total of 65,889 tonnes of CO₂ in 2022 (previous year 70,666 tonnes). The reduction in CO₂ emissions was mainly due to the decline in volume. Since 2015, Geberit has managed to improve the eco-efficiency of its logistics operations (environmental impact per tkm) by 31%.
- Use of the products (shower toilets and washbasin taps) through the consumption of electricity required to operate the products or provide hot water, and the resulting direct CO₂ emissions at 44,668 tonnes.

Intensity of greenhouse gas emissions (GRI 305-4)

CO₂ emissions (Scopes 1 and 2) in relation to currency-adjusted net sales (CO₂ intensity) decreased by 21.9% in 2022. Since the acquisition of the ceramics business in 2015, CO₂ intensity has been reduced by 56.4%, or 9.9% per year on average. This figure is clearly above the target of 5% per year.

Reduction of greenhouse gas emissions (GRI 305-5)

The measures for implementing the CO₂ strategy (Scopes 1 and 2) are based on the three pillars energy saving, heat recovery, and the replacement of fossil fuels with renewable energy sources, see also → GRI 302.

In 2022, Geberit purchased another 26.7 GWh of green electricity, bringing the total to 111.8 GWh. Overall, renewable energy sources thus accounted for 71.3% of electricity (previous year 62.4%). The share of renewable energies for district heating and combustibles was 4.9% in total in 2022 (previous year 5.0%). The block heating station in Pfullendorf (DE), which was commissioned in 2012 and which was fed by 7.5 GWh of regionally generated biogas in 2022, makes a key contribution. Additionally, 15.1 GWh of district heating was sourced from a paper factory and a block heating station powered by wood in the ceramics plants and at the site in Mörrum (SE).

A wide range of measures for saving energy and increasing efficiency are planned at the plants. Accordingly, the area of ceramics, which accounts for around two-thirds of all Geberit's CO₂ emissions, has the largest structural savings potential. This includes a special focus on the reduction of scrap rates. The firing process and the use of the resulting waste heat will be further optimised. This can be used for other process steps, such as drying the cast plaster moulds or ceramic blanks. Furthermore, projects were launched to investigate the possibilities of switching to renewable energy sources – for example, ecologically produced hydrogen – in the long term as well as the systematic reuse of ceramic waste.

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

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

The consistent application of → eco-design in product development is paramount in terms of reducing CO₂ emissions in Scope 3, and Geberit has adhered to this approach since 2007. Specific examples of sustainable, CO₂-reducing products can be found at → Products and innovation.

All targets and measures for improving the carbon footprint are disclosed in detail as part of the company's participation in the Carbon Disclosure Project (CDP) and in the new → TCFD Reporting on climate-related risks and opportunities.

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

Emissions of ozone-depleting substances, measured in CFC-11 equivalents (chlorofluorocarbons), can be calculated based on the corporate life cycle assessment using the basic data from the Ecoinvent database (version 3.8). The calculation includes both direct emissions (Scope 1) from the burning of combustibles and fuels and process emissions (solvents), as well as indirect emissions (Scope 2) resulting from electricity consumption and the provision of district heating. Key figures concerning ozone-depleting substances can be found at → Key figures sustainability > Environment.

Nitrogen oxides (NO_x), sulphur oxides (SO_x) and other air emissions (GRI 305-7)

Emissions of NO_x, SO₂, NMVOC (non-methane VOC) and dust (PM 10) can be calculated based on the corporate life cycle assessment using the basic data from the Ecoinvent database (version 3.8). The calculation includes both direct emissions (Scope 1) from the burning of combustibles and fuels and process emissions (solvents), as well as indirect emissions (Scope 2) resulting from electricity consumption and the provision of district heating. Key figures concerning emissions can be found at → Key figures sustainability > Environment.

Water and waste water (GRI 303)

Management approach water and waste water

The biggest environmental contribution made by Geberit products lies in the conservation of water, and this is the pivotal aspect in the company's contribution towards sustainable development and its efforts to indirectly reduce CO₂ emissions. Innovative sanitary products reduce the amount of water consumed and help to systematically optimise the way in which water is used in buildings while maintaining the highest hygiene standards – including in terms of drinking water. According to one model calculation, all dual-flush and flush-stop cisterns installed since 1998 have so far saved around 42,050 million m³ of water in comparison with traditional flushing systems. In 2022 alone, the water saved amounted to 3,840 million m³ (previous year 3,590 million m³). This is roughly equivalent to the total amount of water consumed by all private households in Germany in 2022. Since 2016, Geberit has been publishing its detailed water balance as part of the CDP Water Program. For further information, see → [Products and innovation](#).

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

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

The corporate life cycle assessment shows a similar picture. Here, the environmental impact caused by water consumption and subsequent waste water treatment also accounts for only a minor share of the company's overall impact (0.5%). Despite this, Geberit aims to serve as a role model with respect to its own water consumption and to further optimise this every year. This includes measures such as reusing water in laboratories and production processes. At around 80%, ceramic production accounts for the biggest share of water consumption. Water consumption in this area (l water/kg ceramic) increased by 8.7% compared to the previous year and amounted to 6.4 l/kg. Compared to 2015, it has been possible to reduce water consumption by 10.9%. By 2024, water consumption should be reduced to 5.6 l/kg ceramic.

Overall it has been possible to further reduce water consumption to 908,407 m³ in the reporting year (previous year 925,230 m³). This is categorised into drinking water (34.6%), well water (40.8%), lake and river water (23.6%) and rain water (1.0%). According to the Water Risk Atlas from the World Resources Institute (WRI), the production sites in Lichtenstein (DE), Gaeta (IT), Koło (PL), Włocławek (PL), Shanghai (CN) and Pune (IN), which together account for 29% of Geberit's total water consumption in production, are located in areas with high or very high water stress. Key figures concerning water consumption by source can be found at → [Key figures sustainability > Environment](#).

Water withdrawal and water consumption (GRI 303-1)

The manufacture of ceramic sanitary appliances accounts for around 80% of water consumption in production, and this is necessary for the preparation of the ceramic slip and glaze, and for cleaning the moulds and systems. On average, 6.4 litres of water are needed for every kilo of ceramic produced. Around 5 to 10% of the water used in ceramic production is recycled internally, corresponding to around 72,000 m³ in 2022.

Another major consumer is the Geberit sanitary laboratory in Rapperswil-Jona (CH), where newly developed products are tested. The tests required 110,718 m³ of water, of which only around 1.5% was fresh water. The remaining 98.5% was reused in a closed-circuit system.

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

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

Handling of waste water (GRI 303-2)

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

Waste water (GRI 303-4)

The 2022 figure for waste water was 673,330 m³ (previous year 686,169 m³). At 72.8%, process waste water from the production of sanitary ceramics accounted for the largest share of the total. Another important category is domestic waste water (24.9%), which passes into the communal waste water treatment plant or is pretreated and fed into receiving waters. The remaining waste water (2.3%), which is pretreated and fed into a communal waste water treatment plant, is of lesser importance. Waste water was not reused by external companies. Detailed key figures on waste water can be found at → [Key figures sustainability > Environment](#).

Waste (GRI 306)

Management approach waste

According to the corporate life cycle assessment, waste disposal accounted for just 1.4% of the overall environmental impact. The avoidance, reduction and safe handling of waste is promoted at the plants within the scope of environmental management according to ISO 14001. Waste is sorted so that as much as possible is recycled, and as little as possible has to be incinerated or sent to landfill sites. As part of a resource-saving circular economy, efforts are being made to generate secondary material for other processes (by-products) from waste.

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

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

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

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

1. **Plastics processing (injection moulding, blow moulding, extrusion):** These processes primarily generate plastic waste, virtually all of which can be processed and recycled internally (either directly at the machine or via a decentralised mill). The proportion that can be recycled internally fluctuates according to the manufacturing process, see → GRI 301-2.
2. **Metalworking (bending, stamping, drilling, welding, forming):** These processes primarily generate metal waste that can be recycled and reused externally. In addition, typical waste from metal processing – such as lubricating oils, machine oils and emulsions – are produced.
3. **Manufacture of bathroom furniture:** This primarily generates wood waste that can be recycled externally.
4. **Ceramic production:** This process generates the largest volume of waste in terms of weight. The waste mainly comprises fired ceramic scrap, mineral sludge (from waste water treatment), and plaster (from used ceramic moulds). As well as minimising the volume of waste through efficient, stable process management, ways of recycling waste internally or externally are also being explored. Trials are under way to examine the possibility of grinding fired ceramic scrap externally and then feeding it back into the production process. As far as external recycling is concerned, fired ceramic scrap can be recycled for use in tile production or road building. A further option is to replace conventional plaster casting systems with modern high-pressure casting systems, as is already the case in Koło, Włocławek (PL) and Slavuta (UA). This serves to increase efficiency, improve ergonomics and reduce raw material consumption and plaster waste. Moreover, in 2022, 6,900 tonnes of plaster (previous year 7,200 tonnes) were delivered to the cement industry as a by-product for further use, which reduced the amount of waste sent to landfill accordingly.

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

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

Only small quantities of waste are produced during product use. This is because Geberit products have a very long service life, the majority of them require little maintenance, and they can be repaired easily in the event of a problem. They are also easy to clean, which means less cleaning work for end users and reduces the amount of cleaning agents used. Waste includes used active carbon filters, batteries, seals and defective components. Geberit has a very large selection of spare parts offering a high degree of backwards compatibility, with availability of up to 25 years for a significant proportion of the product range. From 2023, spare parts availability will be extended and increased from 25 to 50 years for concealed cisterns, and a lifetime



guarantee will now be provided for ceramic products (not including seat and lid). This ensures the durability and functionality of the products while simultaneously saving resources.

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

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

The total volume of waste (including recycling) amounted to 67,554 tonnes in 2022 (previous year 74,989 tonnes). 16.4% of the waste was disposed of, while 83.6% (previous year 84.0%) was recycled externally. The total amount includes 1,359 tonnes (previous year 1,259 tonnes) of hazardous waste, of which 47.0% (previous year 46.5%) was disposed of by incineration and 53.0% (previous year 53.5%) was able to be recycled.

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

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

Products and innovation

Product management and innovation

Management approach product management and innovation

Sustainable products play a pivotal role for Geberit in generating added value for customers and society and for contributing to sustainable development as set out by the UN Sustainable Development Goals. Geberit's innovative strength, which is above average for the sector, is founded on its own, wide-ranging research and development (R&D) activities. 27 patents were applied for in the reporting year – and a total of 180 patents over the past five years. In the reporting year, a total of CHF 72 million (previous year CHF 78 million) – or 2.1% of net sales – was invested in the development and improvement of products, processes and technologies, not to mention investments in tools and equipment for the manufacture of newly developed products. The scientists and engineers at Geberit have the very latest technologies and infrastructures at their disposal for their development projects, and these are modernised and expanded on an ongoing basis. Worthy of particular mention here are the possibilities for simulating production processes, the rapid and cost-effective production of prototypes thanks to outstanding 3D printing capacities and the ability to thoroughly inspect prototypes and series parts.

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

For an overview of product development topics, see [→ Business Report > Business and financial review > Financial Year 2022 > Innovation](#). For an overview of new products, see [→ New products](#).

Geberit regards eco-design as the key to environmentally friendly products. The aim is to develop and optimise products in such a way that each new product adds value in ecological terms, either because material, water or energy have been saved, the products can be recycled more easily, or because less CO₂ is emitted during production. Eco-design has been an integral part of the development process since 2007. Employees from different disciplines take part in eco-design workshops so that each new product outperforms its predecessor in environmental aspects. More than 180 eco-design workshops have already been held as part of the development process for new products. The workshops involve systematic product analysis that covers the entire life cycle, a review of legal requirements and an analysis of competing products. In addition, they ensure that environmentally relevant data is collected and made available for later use, something which is of particular benefit to digital planning using BIM (Building Information Modelling). Based on the findings of these eco-design workshops, new solutions such as "Design for Recycling" are developed and, where fit for purpose, adopted into the specifications for that product.

Specially created product life cycle assessments are important decision-making tools for the development process and provide arguments for the use of resource-efficient products. The environmental product declarations (EPDs) in accordance with the European standard EN 15804 are also important and can also be used directly for certification systems for sustainable building such as LEED. EPDs present relevant, comparable and verified environmental data on products in a transparent manner. Environmental product declarations have been created for the following products: AquaClean Mera and Sela shower toilets, Piave, Brenta as well as type 185 and type 186 electronic washbasin taps, urinal systems, sanitary ceramics, PE, Silent-db20, Silent-PP and Silent Pro drainage pipes, as well as drinking water pipes and fittings for FlowFit, Mapress Stainless Steel, and, most recently, the Duofix WC element. This means that products with an EPD now account for around 30% (previous year 23%) of Group sales. In the reporting year, efforts were also made to simplify the EPD creation process with the aid of external software and publication on the EPD Hub.

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

Geberit also advocates the economical use of water beyond processes and products. In 2017, it was involved in the establishment of the Unified Water Label Association (UWLA; formerly European Bathroom Forum). The UWLA water label aims to support customers in the selection of resource-efficient products. Geberit actively endorses assessment criteria that allow for an effective differentiation of water-saving products in an effort to meet EU targets for resource efficiency.



The environmental impacts of Geberit's products are improved continually through the consistent application of eco-design principles in product development. Current examples that make a particular contribution to reducing environmental impact or water consumption and CO₂ emissions are as follows:

- Acanto WC with TurboFlush – allows for improved flushing-out performance thanks to optimised hydraulics, with minimal water consumption.
- iCon toilet range with Rimfree Plus technology and flush valve type 212 – allows for optimal setting of the flush volume and flush performance with minimal water consumption.
- Dual-flush unit type 212 for cisterns – flexible setting of the flush volume, backwards-compatible and allows for optimum flushing-out of the WC pan with minimal water consumption.
- Fill and flush valves for floor-standing WCs in the Nordic markets – with flush volumes of up to 4/2 litres and the share of plastic regrainulate used exceeding 50%.
- Fill valve type 333 for cisterns – flow-optimised, very quiet, and uses 11% less material in the manufacturing process, with around 20% of the plastic in the valve made up of regrainulate.
- Constant expansion of the range of rimless WC pans helps to simplify cleaning and cut down on cleaning agents.
- CleanLine50 shower channel – slim design, integrated slope, and 50% less material used.
- ProTect Silent sound-insulating panel for the prewall – fewer resources used compared with standard construction, good recyclability, and 60% of the material used comes from recycled PET bottles.
- Optimised SuperTube building drainage system – lack of a ventilation pipe helps save materials and space in the building.
- Flow-optimised FlowFit piping system for drinking water and heating applications – ergonomically optimised, made of halogen-free materials, and includes a system for returning used protective caps and pressing indicators.
- Purchase of high-quality CO₂ certificates for ceramic appliances in selected series as part of a forest conservation project run by the Swiss myclimate foundation in Tanzania to compensate for unavoidable CO₂ emissions generated during ceramic production.

Product quality

Management approach quality

See → [GRI 416](#).

Product compliance

Management approach product compliance

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

Operations

Procurement

Supply chain (GRI 2-6)

Geberit's production processes entail a high in-house production depth, i.e. it largely purchases raw materials and semi-finished products with a high share of raw materials. As such, material costs constitute a relatively low share of Geberit's net sales. A prudent procurement strategy with a strong regional and local orientation, institutionalised purchase processes and a strong focus on cooperative relationships with suppliers help to ensure that raw materials are available. This approach can also help minimise potential acute physical risks arising from climate change, see also → [TCFD Reporting](#).

The raw materials and semi-finished products procured by Geberit primarily come from suppliers in Western Europe (82.6% of procurement value). The share of the procurement volume from Eastern Europe amounts to 7.0%, that from Asia 9.2%, from America 0.9% and from Africa 0.3%. Owing to the high level of vertical integration as well as the very high share of Western European suppliers, the general risk profile of the supply chain is relatively low.

In 2022, Geberit procured raw materials (31.9%), semi-finished products (40.8%), and finished products (27.3%) with a procurement value of CHF 1,136.1 million (previous year CHF 1,061.3 million) from 1,710 suppliers around the globe.

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

Management approach procurement

Corporate Purchasing is responsible for procurement in all production plants worldwide (except in the USA, where purchasing is organised locally) and manages the procurement organisation through a team of lead buyers who are strategically responsible for various material groups. Various changes within Geberit's operating environment mean that demands on procurement are constantly increasing. As a result, Geberit drafted a new procurement strategy in 2021 that aims to holistically assess its suppliers ("total value of ownership") in areas including sustainability. In addition, new laws concerning responsible procurement have been developed – especially in Switzerland and Germany – resulting in binding reporting and due diligence obligations for companies with regard to their supply chains. Geberit closely monitors these developments and, in the reporting year, conducted an analysis of regulatory supply-chain due diligence obligations applicable in Switzerland and the EU. Thus, a study of the UNICEF Children's Rights in the Workplace Index revealed that Geberit is served by suppliers from countries with an increased risk and must therefore implement a system of risk management as part of its legal duty of care. In force since 2007, this risk management system has been constantly expanded in recent years. Although Geberit is well-placed with its current approach, it is continuously developing its risk management system with suppliers in the interest of best practice.

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

Supplier management incorporates a risk management approach on environmental, occupational safety and human rights matters (including child labour) that is based on the assignment of suppliers to a particular risk category depending on production location (country) and material group (type of production process). Suppliers in the highest risk category pose an increased risk both in terms of production location and type of production process. In 2017, suppliers and material groups that had been added due to the acquisition of the ceramics business were systematically assessed and included in risk management. In addition, the classification of existing material groups into certain risk categories was reviewed. Since then, the classification has been updated on an annual basis. In the reporting year, 167 existing suppliers (previous year 171) were identified in the highest risk category, which corresponds to around 7% (previous year 8%) of the procurement value of Geberit.

A systematic planning and performance of audits is conducted for suppliers in the highest risk category. To ensure neutrality and the expertise required for the audits, Geberit also works with an external partner. This tried-and-tested procedure has been

carried out for years and makes an important contribution to ensuring compliance with the duty of care in the supply chain at Geberit. In the coming year, the quality and EHS audits carried out will be included in the newly developed internal audit tool, which will make it easier to track the measures and assess their effectiveness.

In addition to this risk-based approach, the aim is to develop a concept for more intensive collaboration with suppliers for reducing CO₂ emissions (Scope 3), including the definition of goals.

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

For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Procurement and logistics](#).

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

All new suppliers undertake to comply with the Code of Conduct for Suppliers and hence also to international standards governing environmental protection, labour practices and human rights. The Code is guided, among other things, by the principles of the UN Global Compact, the Universal Declaration of Human Rights, and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work. As of the end of 2022, a total of 3,296 direct and indirect suppliers had signed the Code of Conduct. This equates to over 90% of the total procurement value.

In the Code of Conduct for Suppliers, suppliers undertake – wherever possible and appropriate – to ensure that their own suppliers and second-tier suppliers also adhere to the terms of the Code. Geberit may explicitly demand of a supplier that this Code also be extended to selected second-tier suppliers. When auditing suppliers, an analysis of their own most important suppliers and second-tier suppliers is included. Geberit aims to foster a collaborative relationship with its suppliers, where sustainability risks in the supply chain are jointly analysed and minimised.

Introduced in 2017, the Supplier Integrity Line allows suppliers to anonymously report any violations of the Code of Conduct by Geberit employees or by competitors. The hotline is free of charge for users and is operated by an independent service company in a total of eleven languages. Violations can also be reported online via an external website. No violations of the guidelines set out in the Code of Conduct for Suppliers were reported in 2022.

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

In 2022, four third-party audits were carried out at suppliers in China, Turkey and Bosnia and Herzegovina. The results showed that the majority of obligations set out in the Code of Conduct for Suppliers were complied with. Appropriate corrective measures were agreed in cases of non-compliance.

Production

Management approach production

See → [Business Report > Business and financial review > Financial Year 2022 > Production](#).

Logistics

Management approach logistics

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

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

In the reporting year, a concept was drawn up for optimising and automating how ceramic sets are put together in logistics, with the aim of achieving significant increases in productivity. In this context, a semi-automatic production cell was commissioned for the logistics centre in Lintorf (DE). The Group-wide SAP ERP system introduced at the German sites at the start of the reporting year led to advancements in standardisation and transparency in logistics. With the new system, process steps can be monitored and analysed better, thus paving the way for continuous improvements.

Geberit attaches great importance to central transport management in order to enable cost- and resource-optimised transport solutions. Customers generally receive their orders in a single truck delivery. This not only reduces the number of empty kilometres, it also increases truck capacity utilisation and reduces CO₂ emissions.

Geberit does not have its own transport fleet, having outsourced this to external transport service providers. Intercompany and distribution logistics play a major part in Geberit's environmental impact, amounting to a significant proportion of the total figure. Cooperation with the transport service providers is therefore of key importance. Partners agree to actively support Geberit in its efforts to use energy and packaging material efficiently and to reduce emissions. Furthermore, the partners



support Geberit by providing the data needed for the environmental reporting. Developed in 2010 and continuously expanded since then, the logistics calculator facilitates the annual capture of data on the vehicle fleet composition, transportation performance and fuel consumption of all transport service providers, as well as the preparation of the eco-balance. In the reporting year, the calculator was updated with new basic data and eco-factors (version 2021) for calculating environmental impact, and was also expanded with additional drive types for trucks.

The situation regarding the supply chains in logistics remained tense in the reporting year as a result of the continuing COVID-19 pandemic and the war in Ukraine. Thanks to rapid, flexible actions by the employees in Geberit logistics and the production plants as well as the flexibility of external suppliers and transport service providers, it was possible to ensure the availability and delivery of products.

For further information, see → [Business Report > Business and financial review > Financial Year 2022 > Procurement and logistics](#). For information on the eco-balance of logistics, see → [GRI 302-2](#).

Customers

Customer relations

Management approach customer relations

After the restrictions enforced as a result of the pandemic in the two previous years, there was a huge desire for personal exchanges in the sanitary industry. Fortunately, many events such as trade fairs, training courses and seminars were again able to take place in the reporting year. Sales representatives were also able to intensify personal visits to customers again. However, in the second half of the year the challenging market environment manifested itself in a cautious mood among consumers, a drop in visitor numbers at sanitary showrooms and a corresponding decline in demand.

Geberit provides its customers – notably plumbers and sanitary engineers – with a wide, proven range of training courses. In the reporting year, some 48,000 professionals were provided with education and further training on products, tools, software tools and installation skills at 30 Geberit Information Centres in Europe and overseas. This means that the number of participants recorded is above the pre-pandemic level. At the same time, local events and counter days were organised in numerous markets – often together with wholesalers – to train craftsmen on new products. More than 75,000 customers took part in such events. Web-based seminars and training courses now occupy a firm and important place in Geberit's training offer. 19,000 people took part in the reporting year.

In Geberit's three-stage business model, wholesalers play a key role. Wholesalers offer plumbers the entire range of products across the various product categories in the field of sanitary technology and heating applications. They ensure product availability through warehousing and a nationwide network of pick-up points as well as the logistics to plumbing companies and construction sites. Furthermore, in many countries wholesalers have showrooms where they can advise end users on their product selection.

For customers with a focus on sustainability, Geberit can also demonstrate its sustainability performance via its EcoVadis rating. EcoVadis awarded Geberit the platinum rating for its sustainability management for the third year running in 2022. It is the highest possible rating awarded following the annual evaluation by EcoVadis. Geberit thus finds itself again in the top one percent of companies rated by EcoVadis. EcoVadis is one of the world's largest providers of business sustainability ratings and has created a global network of over 100,000 companies in around 175 countries. The comprehensive analysis takes into account 21 criteria in the areas Environment, Labour and Human Rights, Ethics and Sustainable Procurement, and contributes towards ensuring transparency in sustainability performance of the companies. The top rating again shows both customers and suppliers that Geberit has a comprehensive, systematic sustainability management in place.

For further information on customer relations, see → [Business Report > Business and financial review > Financial Year 2022 > Customers](#).

Customer health and safety (GRI 416)

Management approach customer health and safety

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

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

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

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

Conducted health and safety assessments (GRI 416-1)

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

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

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

Marketing and product labelling (GRI 417)

Management approach marketing and product labelling

A significant share of the varied marketing activities was once again targeted at plumbers and sanitary engineers in the reporting year. This especially applies to the personalised and frequently project-related support given to plumbing companies and installation offices by technical advisors and other sales representatives. Personal visits to customers and construction sites as well as events for these key target groups were again possible on a larger scale and were carried out intensively. At the same time, digital visit and meeting formats that had proven useful during the pandemic were retained. Sanitary entrepreneurs, sanitary engineers, trade staff and other groups involved in construction now know that relevant information can be accessed online, regardless of time and place. Geberit took this development into account both in its direct customer service approach and in market cultivation with a number of measures and innovative concepts. Geberit is constantly increasing its activities in the area of Building Information Modelling (BIM), an interdisciplinary planning method that helps to optimise the entire planning and building process while enabling architects, sanitary engineers, building owners and building material manufacturers to share information efficiently, see → [Digitalisation/BIM](#).

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

As the actual users of Geberit products, the end user target group is becoming increasingly important in terms of conveying product information. Geberit ensures safe handling and correct labelling by means of detailed operating documentation based on the prevailing standards and laws.

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

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

Geberit has joined forces with the Unified Water Label Association (UWLA, formerly the European Bathroom Forum) to work on a European water label that can be used for a wide range of sanitary products. This is an all-encompassing, voluntary and flexible instrument launched by the sanitary industry to support EU targets on resource efficiency. Furthermore, 97% of bathroom furniture of the Geberit brand and 65% of the remaining bathroom furniture is FSC™ certified (FSC-C134279).

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

Three minor cases of incorrect labelling came to light in the reporting year, and these were corrected.

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

There were no violations of marketing and communications requirements in the reporting year.

Digitalisation/BIM

Management approach digitalisation/BIM

Digital tools are playing an increasingly important role in market cultivation. As part of the digitalisation initiative, a dedicated team at Group level and in selected test markets is involved in developing and launching digital tools that are tailored to the different needs of the respective target groups.

Using digital tools, Geberit wants to support professional customers by meeting their needs as far as possible in everyday work. Over 20 applications are now available for assisting professionals in the planning and calculation of sanitary installations or in the commissioning and maintenance of devices. In the reporting year, the focus was on making these applications available in additional Geberit markets. End users can find inspiration for their bathroom design using apps such as the



Washplace Configurator, 3D bathroom planner or virtual showrooms for actuator plates. In 2022, there were concerted efforts to roll out these tools in additional markets. The various tools for end users are now in use in 30 markets.

Direct communication with end users helps firmly establish the Geberit brand among this target group. The end user campaign "Better bathrooms, better lives" has been running since 2019. The campaign consists of three digital elements: an advertising campaign on media portals, the websites of the local Geberit sales companies with various configurators and planning tools, and a customer relationship management (CRM) system. Interested end users receive additional advice and support from qualified specialists after they register in the CRM system.

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

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

Building Information Modelling (BIM) is an interdisciplinary planning method that aims to optimise the entire planning and building process, while enabling architects, sanitary engineers, building material manufacturers and building owners to share information efficiently. This helps them to avoid planning errors and improve productivity. For a number of years now, Geberit has been providing BIM users with support in the form of product data and calculation modules. A special plug-in is available for the Autodesk Revit planning software, which combines all Geberit BIM tools in one central application and enables direct access to 3D models and planning parameters that are always kept up to date. So far, the plug-in has been downloaded by more than 8,000 planning and engineering companies worldwide. To be able to support wholesalers to the greatest possible extent in the structured processing and efficient use of product information, efforts are constantly being made to provide data in line with the ETIM-8 standard (Electro-Technical Information Model). Among other aspects, this includes logistics information with details on the weight, dimensions or packaging type of products. In the meantime, complete logistics data of over 30,000 articles have been recorded.

Data protection (GRI 418)

Management approach data protection

In terms of data protection, numerous enquiries from Group companies have been dealt with on a variety of topics, with the prime focus on IT, HR, marketing and communication. The Geberit Group's data protection management system has been further complemented and enhanced by adding, updating and optimising the comprehensive documentation and technical tools. Several Group companies were subjected to an internal data protection audit.

Around 4,000 employees took part in eLearning modules on data protection in 2022. Furthermore, there are ongoing situation-related training sessions on this subject for the data protection coordinators as well as the employees from various departments. Around 80 people took part in these special training sessions during the reporting year.

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

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

Economic performance

Economic performance (GRI 201)

Management approach economic performance

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

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

For detailed explanations of the four strategic pillars and the medium-term goals, see → [Business Report > Business and financial review > Strategy and goals](#). For a description of the economic position of the Geberit Group, see → [Business Report > Business and financial review > Financial Year 2022 > Market environment](#).

Value added and its distribution (GRI 201-1)

Significant indicators for the creation and distribution of value in accordance with the GRI requirements can be found in the → [financial statements](#).

Direct Economic Value Added:

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

Economic Values Passed On:

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

Retained Economic Values:

- Investments in and divestments of property, see → [Financials > Consolidated financial statements Geberit Group > Statements of cashflows](#)
- Share buyback, see → [Financials > Consolidated financial statements Geberit Group > Notes > Note 21](#)

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

Geberit published a report on this topic in accordance with TCFD guidelines (Task Force on Climate-related Financial Disclosures) for the first time in the reporting year, see → [TCFD Reporting](#).

Benefit plan obligations (GRI 201-3)

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

Financial assistance received from government (GRI 201-4)

Assistance received from the public sector includes:

- Income taxes, see → [Financials > Consolidated financial statements Geberit Group > Notes > Note 25](#)
- Investment subsidies to promote the respective business location and secure jobs: CHF 0.06 million (previous year CHF 0.1 million)
- Contributions received to support training and part-time employment prior to retirement: CHF 0.4 million (previous year CHF 0.5 million)
- Various other subsidies: CHF 0.3 million (previous year CHF 0.1 million)

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

Sustainability

Key figures sustainability

Key figures environment

Environmental impact

	2022 Mio. UBP	2021 Mio. UBP	Deviation %
Electricity	73,398	110,678	-33.7
Combustibles	149,056	165,009	-9.7
Fuels	19,869	17,645	12.6
Disposal	3,540	3,864	-8.4
Solvents	1,118	1,107	1.0
Water and waste water	1,193	1,231	-3.1
Total	248,174	299,534	-17.1

Environmental impact measured in impact points (UBP) according to Swiss impact assessment method of ecological scarcity (version 2021), based on Ecoinvent data (version 3.8) and local electricity mix (market-based).

Material usage

	2022 Tonnes	2021 Tonnes	Deviation %
Raw material plastics	79,942	84,236	-5.1
Raw material metal	69,814	74,560	-6.4
Raw material mineral	147,263	174,874	-15.8
Raw materials acrylic	2,612	2,452	6.5
Other raw materials	122	129	-4.9
Semi-finished products	66,119	68,376	-3.3
Finished products	50,073	52,672	-4.9
Total	415,945	457,299	-9.0

Energy consumption

	2022 GWh	2021 GWh	Deviation %
Electricity	219.0	231.6	-5.5
District heating	15.9	17.1	-7.0
Combustibles	452.9	504.9	-10.3
Natural gas	372.9	423.6	-12.0
Biogas	8.0	9.7	-18.0
Liquified petroleum gas (LPG)	71.6	71.5	0.2
Diesel for electricity generation	0.2	0.1	173.8
Heating oil extra light	0.10	0.02	473.4
Fuels	24.9	22.1	12.6
Total	712.6	775.7	-8.1



Electricity mix

2022	GWh	Renewable %	Fossil %	Nuclear %	Others %
Europe	93.6	44.4	40.9	14.7	0.0
USA	5.0	7.3	72.9	19.8	0.0
China	6.0	30.1	66.5	3.4	0.0
India	2.6	21.6	75.6	2.8	0.0
Green electricity	111.8	100.0	0.0	0.0	0.0
Total	219.0	71.3	21.8	6.9	0.0

Calculation based on local electricity mix (market-based)

2021	GWh	Renewable %	Fossil %	Nuclear %	Others %
Europe	132.5	43.1	44.9	12.0	0.0
USA	5.9	3.8	92.3	3.9	0.0
China	6.1	27.9	67.5	4.6	0.0
India	2.0	20.2	77.0	2.8	0.0
Green electricity	85.1	100.0	0.0	0.0	0.0
Total	231.6	62.4	30.5	7.1	0.0

Calculation based on local electricity mix (market-based)

CO₂ emissions

	2022 Tonnes	2021 Tonnes	Deviation %
Scope 1	103,782	113,572	-8.6
Combustibles	96,881	107,540	-9.9
Fuels	6,641	5,883	12.9
Process emissions	260	149	74.0
Scope 2	46,809	70,314	-33.4
Electricity	46,497	69,977	-33.6
District heating	312	336	-7.3
Scope 1 and 2	150,591	183,886	-18.1
Scope 3			
Raw materials	742,402	757,572	-2.0
Provision of combustibles and fuels	26,273	27,944	-6.0
Business flights	732	423	73.0
Intercompany and distribution logistics	65,889	70,666	-6.8
Use of sold products ¹	44,668	49,240	-9.3
Disposal of sold products	299,895	315,946	-5.1

CO₂ emissions calculated according to IPCC 2013, based on Ecoinvent data (version 3.8) and local electricity mix (market-based).

¹ Direct CO₂ emissions from electricity consumption and warm water generation



Air emissions

		2022 kg	2021 kg	Deviation %
NO _x	direct	76,221	83,804	-9.0
	indirect	118,404	136,359	-13.2
	Total NO_x	194,625	220,163	-11.6
SO ₂	direct	85,230	85,096	0.2
	indirect	170,778	200,775	-14.9
	Total SO₂	256,008	285,871	-10.4
NMVOC	direct	117,894	129,240	-8.8
	indirect	11,920	16,099	-26.0
	Total NMVOC	129,814	145,339	-10.7
Dust (PM10)	direct	28,090	26,151	7.4
	indirect	69,961	111,920	-37.5
	Total dust	98,051	138,071	-29.0
CFC11 equivalents	direct	0.002	0.0	-
	indirect	2.0	2.8	-26.3
	Total CFC11 equivalents	2.0	2.8	-26.3

Calculation based on Ecoinvent data (version 3.8)

Water

		2022 m ³	2021 m ³	Deviation %
Drinking water		314,280	333,887	-5.9
Well water		370,506	380,269	-2.6
River and lake water		214,710	200,786	6.9
Rain water		8,911	10,288	-13.4
Total		908,407	925,230	-1.8

Waste water

		2022 m ³	2021 m ³	Deviation %
Domestic waste water		170,113	173,112	-1.7
Process water ceramic		489,961	499,667	-1.9
Other waste water		13,256	13,390	-1.0
Total		673,330	686,169	-1.9

Waste

		2022 Tonnes	2021 Tonnes	Deviation %
to incineration		1,292	1,282	0.8
to inert waste landfill		8,622	9,265	-6.9
to mixed waste landfill		494	843	-41.4
to external recycling		55,787	62,341	-10.5
to hazardous waste incineration		639	585	9.2
to hazardous waste recycling		720	673	6.9
Total		67,554	74,989	-9.9



Key figures employees and society

Workforce

	2022	Share %	2021	Share %
Germany	3,377	29.3	3,506	29.7
Poland	1,685	14.6	1,728	14.6
Switzerland	1,514	13.2	1,505	12.7
Austria	575	5.0	584	5.0
Italy	529	4.6	536	4.5
Ukraine	491	4.3	590	5.0
China	377	3.3	403	3.4
Others	2,966	25.7	2,957	25.1
Total	11,514	100.0	11,809	100.0
Production	6,744	58.6	7,068	59.8
Marketing and sales	3,130	27.2	3,126	26.5
Administration	971	8.4	951	8.0
Research and development	386	3.3	386	3.3
Apprentices	283	2.5	278	2.4
Total	11,514	100.0	11,809	100.0
Permanent	9,775	84.9	9,847	83.4
Temporary	1,739	15.1	1,962	16.6
Total	11,514	100.0	11,809	100.0
Full-time	10,886	94.5	11,149	94.4
Part-time	628	5.5	660	5.6
Total	11,514	100.0	11,809	100.0
Management	212	1.8	214	1.8
Employees	11,302	98.2	11,595	98.2
Total	11,514	100.0	11,809	100.0

Information in full-time equivalents

Diversity

		Management %	Employees %	Total %
as of December 31, 2022				
Proportion of female employees		11	25	24
Age structure	> 45 years	79	43	43
	30 – 45 years	21	42	42
	< 30 years	0	15	15
as of December 31, 2021				
Proportion of female employees		11	25	24
Age structure	> 45 years	75	42	42
	30 – 45 years	25	41	41
	< 30 years	0	17	17



Fluctuation

excl. natural departures		2022	Rate %	2021	Rate %
Age group	> 45 years	209	4.3	221	4.7
	30 – 45 years	346	8.4	378	9.1
	< 30 years	222	23.8	149	14.3
Gender	Male	251	3.3	484	6.4
	Female	526	22.2	264	11.2
Region	Germany	137	4.9	111	4.0
	Poland	82	6.1	68	5.2
	Switzerland	108	7.9	98	7.3
	Austria	49	8.9	50	9.2
	Italy	31	6.5	19	4.0
	Ukraine	49	9.2	94	15.6
	China	40	18.9	127	50.2
	Others	281	12.5	181	8.1
Total		777	7.9	748	7.6

Information in headcounts

Natural departures includes retirements

incl. natural departures		2022	Rate %	2021	Rate %
Age group	> 45 years	377	7.8	380	8.1
	30 – 45 years	352	8.5	381	9.2
	< 30 years	224	24.0	149	14.3
Gender	Male	299	4.0	597	7.9
	Female	654	27.6	313	13.3
Region	Germany	221	8.0	185	6.7
	Poland	97	7.2	74	5.6
	Switzerland	128	9.4	120	8.9
	Austria	55	10.0	62	11.5
	Italy	32	6.7	24	5.1
	Ukraine	53	9.9	94	15.6
	China	45	21.3	129	51.0
	Others	322	14.3	222	9.9
Total		953	9.6	910	9.2

Information in headcounts

Natural departures includes retirements

Training and education

Hours per employee	2022	2021	Deviation %
Women	16.3	10.5	55.2
Men	17.2	11.5	49.6
Management	18.2	11.6	56.9
Other employees	17.0	11.3	50.4
Training and education group	17.0	11.3	50.4



Personnel expenses

	2022 MCHF	2021 MCHF	Deviation %
Wages and salaries	582.6	610.5	-4.6
Pension contributions	42.2	45.2	-6.6
Other social benefits	107.6	112.5	-4.4
Other personnel expenses	43.8	44.0	-0.5
Total	776.2	812.2	-4.4

Social engagement

	Unit	2022	2021	Deviation %
Donations and contributions	MCHF	4.4	4.2	4.8
Orders to social institutions	MCHF	9.5	9.7	-2.1
Charitable work	Hours	1,890	1,650	14.5

Health and safety

	2022	2021	Deviation %
Number of occupational accidents	157	160	-1.9
Accident frequency rate (AFR)	8.2	7.9	3.8
Lost days due to occupational accidents	3,034	3,089	-1.8
Accident severity rate (ASR)	157.5	152.8	3.1

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

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

Absenteeism rate per region

2022	Illness %	Accident %	Total %
Europe	5.67	0.11	5.78
Asia	2.24	0.02	2.26
USA	1.28	0.00	1.28
Others	1.01	0.01	1.02
Absenteeism rate group	5.36	0.10	5.46

Absenteeism rate based on regular working hours

2021	Illness %	Accident %	Total %
Europe	4.87	0.10	4.97
Asia	1.81	0.03	1.84
USA	2.27	0.25	2.52
Others	0.53	0.22	0.75
Absenteeism rate group	4.61	0.10	4.71

Absenteeism rate based on regular working hours

Sustainability

Reporting Standards

GRI Content Index



CONTENT INDEX
ESSENTIALS SERVICE

2023

Geberit Group has reported in accordance with the GRI Standards for the period from 1 January 2022 to 31 December 2022. For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index is presented clearly and in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report. This service was carried out on the German version of the report.

GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	None
Omission	None

GRI Standard/ Disclosure	Title
GRI 2:	General Disclosures 2021
	Organisational profile
2-1	Organisation
2-2	Basis of consolidation
2-3	Reporting period, cycle and contact point for questions regarding the report
2-4	Restatements of information
2-5	External assurance
	Activities
2-6	Activities, value chain and business relationships Supply chain
2-7	Composition of the workforce
2-8	Further employees
	Governance
2-9	Governance structure
2-10	Nomination and selection process of the Board of Directors
2-11	Separation of Chair of Board of Directors and Executive Management
2-12	Role of top management and Board of Directors in monitoring the impacts of business activities
2-13	Delegation of authority on economic, environmental and social matters
2-14	Review and approval of sustainability reporting

GRI Standard/ Disclosure	Title
2-15	Processes in place for the Board of Directors to avoid conflicts of interest
2-16	Procedures for communicating critical concerns
2-17	Enhancement of top management's and Board of Directors' related know-how on economic, environmental and social issues
2-18	Processes for evaluation of the sustainability performance of the Board of Directors
2-19	Remuneration policies for the governance bodies
2-20	Determination of remuneration
2-21	Ratio of annual remuneration paid
	Strategy, policies and practices
2-22	CEO statement on sustainability
2-23	Values, standards and codes of conduct
2-24	Implementation of standards and codes of conduct
2-25	Handling negative effects
2-26	Ethical advice and concerns
2-27	Compliance with laws and regulations
2-28	Membership of associations
	Stakeholder engagement
2-29	Identification, selection and engagement of stakeholders
2-30	Collective bargaining agreements

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-1	Process of determining material topics
3-2	List of material topics

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach employment Management approach training and education
GRI 401:	Employment 2016
401-1	Employee fluctuation
401-2	Benefits provided to full-time employees
401-3	Parental leave
GRI 404:	Training and Education 2016
404-1	Scope of training and education
404-2	Programmes for skills management and lifelong learning
404-3	Performance evaluation and career planning

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach occupational health and safety
GRI 403:	Occupational Health and Safety 2018
403-1	Occupational health and safety management system
403-2	Risk assessment and investigation of accidents
403-3	Occupational health services
403-4	Employee participation and communication on occupational health and safety
403-5	Training on occupational health and safety
403-6	Promotion of health
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
403-8	Workers covered by the occupational health and safety management system
403-9	Accidents and days lost
403-10	Work-related illness

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach diversity and equal opportunity Management approach non-discrimination

GRI Standard/ Disclosure	Title
GRI 405:	Diversity and Equal Opportunity 2016
405-1	Diversity of governance bodies and employees
405-2	Ratio of remuneration between women and men
GRI 406:	Non-discrimination 2016
406-1	Cases of discrimination

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach social responsibility
GRI 203:	Indirect Economic Impacts 2016
203-1	Infrastructure investments and services supported

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach resources and circular economy Management approach waste
GRI 301:	Materials 2016
301-1	Materials used
301-2	Percentage of recycled material
301-3	Reuse of products and packaging materials
GRI 306:	Waste 2020
306-1	Waste generation and significant waste-related impacts
306-2	Management of significant waste-related impacts
306-3	Waste generated
306-4	Waste diverted from disposal
306-5	Waste directed to disposal

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach water and waste water
GRI 303:	Water and Effluents 2018
303-1	Water withdrawal and water consumption
303-2	Handling of waste water
303-3	Handling of water
303-4	Waste water
303-5	Use of water

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach energy Management approach CO ₂ and other emissions
GRI 302:	Energy 2016
302-1	Energy consumption within the organisation
302-2	Energy consumption outside the organisation
302-3	Energy intensity
302-4	Energy saved
302-5	Reductions in energy requirements of products and services
GRI 305:	Emissions 2016
305-1	Direct greenhouse gas emissions (Scope 1)
305-2	Indirect, energy-related greenhouse gas emissions (Scope 2)
305-3	Other indirect greenhouse gas emissions (Scope 3)
305-4	Intensity of greenhouse gas emissions
305-5	Reduction of greenhouse gas emissions
305-6	Emissions of ozone-depleting substances
305-7	Nitrogen oxides (NO _x), sulphur oxides (SO _x) and other air emissions

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach product management and innovation

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach product management and innovation Management approach quality Management approach product compliance

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach customer relations Management approach customer health and safety Management approach marketing and product labelling Management approach digitalisation/BIM Management approach data protection Management approach economic performance Management approach indirect economic impacts
GRI 201:	Economic Performance 2016
201-1	Value added and its distribution
201-2	Opportunities and risks due to climate change
201-3	Benefit plan obligations
201-4	Financial assistance received from government

GRI Standard/ Disclosure	Title
GRI 203:	Indirect Economic Impacts 2016
203-2	Significant indirect economic impacts
GRI 416:	Customer Health and Safety 2016
416-1	Conducted health and safety assessments
416-2	Non-compliance with health and safety requirements
GRI 417:	Marketing and Labeling 2016
417-1	Requirements for product information and labeling
417-2	Non-compliance with product information and labeling requirements
417-3	Non-compliance with marketing communications requirements
GRI 418:	Customer Privacy 2016
418-1	Complaints concerning violations of customer data privacy

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach procurement Management approach production Management approach logistics
GRI 308:	Supplier Environmental Assessment 2016
308-1	Assessment of new suppliers based on sustainability criteria
308-2	Environmental impacts in the supply chain
GRI 414:	Supplier Social Assessment 2016
414-1	Assessment of new suppliers based on sustainability criteria
414-2	Social impacts in the supply chain

GRI Standard/ Disclosure	Title
GRI 3:	Material Topics 2021
3-3	Management approach anti-corruption Management approach anti-competitive behaviour Management approach freedom of association Management approach child labour Management approach forced or compulsory labour
GRI 205:	Anti-corruption 2016
205-1	Operations subjected to reviews on the risk of corruption
205-2	Communication and training on anti-corruption
205-3	Incidents of corruption
GRI 206:	Anti-competitive Behavior 2016
206-1	Legal proceedings due to anti-competitive behaviour
GRI 407:	Freedom of Association and Collective Bargaining 2016
407-1	Non-compliance with the right to freedom of association and collective bargaining
GRI 408:	Child Labour 2016
408-1	Cases of child labour
GRI 409:	Forced or Compulsory Labor 2016
409-1	Cases of forced or compulsory labour

SASB Content Index

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

SASB Construction Materials

Accounting Metric(s)	Code	Category	Location in GRI/ Sustainability Performance Report or Response
Greenhouse Gas Emissions			
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	EM-CM-110a.1	Quantitative	→ GRI 305-1, → TCFD Reporting Geberit is currently hardly affected by the regulation of emissions, as only one ceramic plant in Sweden pays CO ₂ taxes. Detailed key figures on the environmental impact are provided at → Key figures Sustainability > Environment
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	EM-CM-110a.2	Discussion and Analysis	→ GRI 305, → TCFD Reporting
Air Quality			
Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) particulate matter (PM ₁₀), (4) dioxins/furans, (5) volatile organic compounds (VOCs), (6) polycyclic aromatic hydrocarbons (PAHs), and (7) heavy metals	EM-CM-120a.1	Quantitative	(1), (2), (3), (5): → GRI 305-7 (4), (6), (7): Producing sanitary ceramics is completely different than producing cement from a chemical point of view. E.g. there is no clinkering process with related air emissions. Air emissions at Geberit primarily result from the combustion of natural gas (see positions 1, 2, 3 and 5). Therefore, these sub-disclosures are considered not to be material to our business.
Energy Management			
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage alternative, (4) percentage renewable	EM-CM-130a.1	Quantitative	(1), (2), (4): → GRI 302-1 (3): Geberit does not consume energy from alternative sources other than mentioned under (4). Detailed key figures on the environmental impact are provided at → Key figures Sustainability > Environment
Water Management			
(1) Total fresh water withdrawn, (2) percentage recycled, (3) percentage in regions with High or Extremely High Baseline Water Stress	EM-CM-140a.1	Quantitative	(1): → GRI 303-3 (2): → GRI 303-4 (3): → GRI 303-3, → GRI 303-5 The production plants in Lichtenstein (DE), Gaeta (IT), Kolo (PL), Wloclawek (PL), Shanghai (CN) and Pune (IN) are located in areas with high and very high baseline water stress, respectively, and account for 29% of total water consumption. Detailed key figures on the environmental impact are provided at → Key figures Sustainability > Environment
Waste Management			
Amount of waste generated, percentage hazardous, percentage recycled	EM-CM-150a.1	Quantitative	→ GRI 301-2, → GRI 301-3, → GRI 306-3, → GRI 306-4, → GRI 306-5 Detailed key figures on the environmental impact are provided at → Key figures Sustainability > Environment

GEBERIT ANNUAL REPORT 2022

Sustainability → Reporting Standards → SASB Content Index

Accounting Metric(s)	Code	Category	Location in GRI/ Sustainability Performance Report or Response
Biodiversity Impacts			
Description of environmental management policies and practices for active sites	EM-CM-160a.1	Discussion and Analysis	→ GRI 2-23, → GRI 2-24
Terrestrial acreage disturbed, percentage of impacted area restored	EM-CM-160a.2	Quantitative	This data is considered not to be material to our business.
Workforce Health & Safety			
(1) Total recordable incident rate (TRIR) and (2) near miss frequency rate (NMFR) for (a) full-time employees and (b) contract employees	EM-CM-320a.1	Quantitative	(1): → GRI 403-9, → GRI 403-10 (2): This data is currently not being collected but prepared for future disclosure.
Number of reported cases of silicosis	EM-CM-320a.2	Quantitative	→ GRI 403-10
Product Innovation			
Percentage of products that qualify for credits in sustainable building design and construction certifications	EM-CM-410a.1	Quantitative	Around 30% of Group sales are covered by products with an EPD. Furthermore, 97% of the bathroom furniture of the Geberit brand and 65% of the remaining bathroom furniture is FSC™ certified (FSC-C134279). Detailed information on product innovation is provided at → Sustainability Performance Report, Product management and innovation
Total addressable market and share of market for products that reduce energy, water, and/or material impacts during usage and/or production	EM-CM-410a.2	Quantitative	Since 2017, Geberit has been working on a European water label that is applicable to a range of sanitary products. Detailed information on product innovation is provided at → Sustainability Performance Report, Product management and innovation
Pricing Integrity & Transparency			
Total amount of monetary losses as a result of legal proceedings associated with cartel activities, price fixing, and anti-trust activities	EM-CM-520a.1	Quantitative	→ GRI 2-27

SDG Reporting

As a driving force in the field of sanitary technology, Geberit provides solutions that ensure the maximum possible efficiency in water usage and, thus, sustainable building in cities and communities worldwide. Thanks to constant investment in research and development, the company is driving innovation in the sanitary industry. As a sound employer with attractive working conditions, the company is also a stabilising economic factor in many regions. Geberit is thus making a contribution to the UN 2030 Agenda for Sustainable Development, focussing primarily on four of the 17 goals (Sustainable Development Goals, SDG). In addition, Geberit is consistently committed to climate change mitigation (SDG number 13), see → [CO₂ strategy](#) and → [TCFD Reporting](#), and to inclusive, equitable, high-quality education for employees and customers (SDG number 4), see → [GRI 404](#), → [Management approach customer relations](#) and → [Social responsibility](#).



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

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

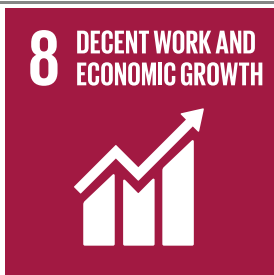
- Water
- Eco-design & sustainable products

Relevance for Geberit

By developing and selling water-saving sanitary solutions, Geberit makes a valuable contribution to saving increasingly scarce drinking water resources. All in all, the biggest environmental contribution made by Geberit products lies in the conservation of water, which is one of the pivotal aspects in the company's contribution towards sustainable development. Innovative Geberit sanitary products reduce the amount of water consumed and help to systematically optimise the way in which water is used in buildings while maintaining the highest hygiene standards – including in terms of drinking water.

Geberit's contribution

- Geberit has a comprehensive range of products that facilitate sustainable sanitary solutions, and that contribute to increased quality of life with low water, resource and energy consumption and with environmentally friendly materials. Geberit's water footprint shows that nearly 100% of the water consumption is attributable to the use of products by customers. This is where Geberit's product portfolio comes into its own.
- WC cisterns are the central element when it comes to water conservation. According to one model calculation, all dual-flush and flush-stop cisterns installed since 1998 have so far saved around 42,050 million m³ of water in comparison with traditional flushing systems. In 2022 alone, the water saved amounted to 3,840 million m³. Water conservation is the result of a balanced overall system. Reducing the flush volume in the cistern while at the same time ensuring that the WC pan is optimally flushed out is just as important as correctly dimensioning the drainage system.
- Stagnation and dirt in the drinking water system are among the greatest risks that can adversely affect the quality of the water in domestic installations. Geberit offers various solutions (e.g. hygiene filters, sanitary flush units) for ensuring drinking water hygiene in a reliable and economical manner.
- Thanks to targeted investments in research and development in areas such as hydraulics and virtual engineering, Geberit is working on developing innovations for the future. Here, Geberit regards eco-design as the key to environmentally friendly products and as an integral part of the development process. Eco-design has been an integral part of the development process since 2007 and has already been adopted in more than 180 development projects. One current example that particularly helps to reduce the environmental impact and reduce water consumption and CO₂ emissions is the Acanto WC with TurboFlush. It offers improved flushing-out performance thanks to optimised hydraulics, with minimal water consumption.
- Geberit advocates the economical use of water beyond processes and products. In 2017, it was involved in establishing the Unified Water Label Association (UWLA; formerly European Bathroom Forum). One of the first tasks was the launch of a new European water label as a voluntary and flexible instrument to support customers in the selection of resource-efficient products.



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

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

- Employee attraction & retention
- Diversity & equal opportunity
- Health & safety

Relevance for Geberit

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

Geberit's contribution

- As a profitable company, Geberit is an attractive employer for its 11,514 employees worldwide and paid out a total of CHF 776 million in salaries and social benefits in 2022.
- Geberit sets particular store on solid education and further training and on equal opportunities for all employees. In 2022, employees across the Group attended on average 17 hours of internal and external education and further training.
- At the end of 2022, Geberit employed 283 apprentices in commercial, industrial and technical professions. The aim is to impart all the skills that are required for apprentices to pursue their chosen careers in a professional, independent and responsible manner. The transfer rate to a permanent employment relationship was 83%.
- The occupational health and safety of employees has the highest priority at Geberit. Using 2015 as the reference year, the aim is to halve the frequency and severity of accidents by 2025. Geberit also offers its employees precautionary healthcare opportunities through various offers and activities.
- The economy benefits from Geberit's leading role in the change towards a more sustainable sanitary industry: through the contribution to better sanitary standards, a durable, resource-efficient sanitary infrastructure, through know-how transfer in the sanitary industry, via impetus for the economy in regional economic areas, and through orders with suppliers.
- Geberit has also supported facilities for disabled persons for many years, where simple assembly and packaging work is carried out. In the reporting year, this work amounted to CHF 9.5 million and gave some 550 people meaningful work. Collaboration with third-party institutions is to be stepped up and inclusive workplaces promoted.



Build resilient infrastructure, promote sustainable industrialisation and foster innovation.

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

- Resources & circular economy
- Energy & CO₂
- Eco-design & sustainable products
- Green production

Relevance for Geberit

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

Geberit's contribution

- Thanks to the Geberit Production System, all Geberit production sites have a modern and future-oriented foundation. Continuous improvements are made by means of "lean manufacturing" and the shift in production philosophy from the workshop principle of step-by-step manufacturing to a comprehensive system of continuous flow production.
- The Geberit Group has a Group certificate in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. In addition, five German plants are certified in accordance with ISO 50001 (energy) and nine sales companies in accordance with ISO 9001 (quality).
- In ceramic production, the specialisation and automation of production processes as well as investments in energy efficiency measures are important topics. Since the acquisition of the energy-intensive ceramics business in 2015, several tunnel kilns for ceramic production have been retrofitted with state-of-the-art burner technology. Furthermore, the replacement of three ageing kilns in Carregado (PT) was initiated with the order of a new, energy-efficient tunnel kiln. Energy consumption has been reduced by 21.9% and eco-efficiency (environmental impact per currency-adjusted net sales) improved by 56.8% since 2015.
- In the reporting year, a total of CHF 72 million was invested in research and development. This helps to consolidate Geberit's position as market leader and set trends in the industry with sanitary products. The investment is also further proof that Geberit is committed to the development of water-saving and sustainable products within the framework of eco-design. In addition to traditional product development, investments are made in ten relevant fields of competence for sanitary technology as the basis for future innovations: hydraulics, materials technology, hygiene, surface technology, electronics, sound insulation, statics, fire protection, process engineering and virtual engineering. The focus is on the collaboration between the various areas and the continuous testing of new, integrated product and system solutions, materials and concepts.



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

- Resources & circular economy
- Eco-design & sustainable products

Relevance for Geberit

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

Geberit's contribution

- Sanitary technology behind the wall combines reliability and quality with innovation. This allows for easy, quick and reliable planning and installation. Meanwhile, bathroom systems in front of the wall offer convincing design, functionality and sustainability, for example, in terms of saving water. With its wide range of products in front of and behind the wall, Geberit spans the entire flow of water within a building and helps to optimise significant aspects of the system as a whole, such as water and energy consumption or sound insulation. The products also feature good environmental compatibility and recyclability.
- Geberit products have a very long industrial service life, as many of them will be installed in buildings for decades. In addition, Geberit products are in some instances backwards-compatible, can be cleaned and maintained easily, and spare parts are available for up to 25 years for a significant proportion of the product range. From 2023, spare parts availability will be extended and increased from 25 to 50 years for concealed cisterns, and a lifetime guarantee will now be provided for ceramic products (excluding seat and lid). This supports the circular economy approach in buildings.
- Construction processes are complex and require a healthy working relationship between the various parties involved. With this in mind, Geberit has been passing on valuable expertise and training customers and partners for many years. In 2022, around 48,000 sanitary engineers and plumbers received education and further training on products, tools and software tools at 30 Geberit Information Centres.
- Geberit invests in digital tools such as the interdisciplinary planning method BIM (Building Information Modelling), with the aim of optimising the entire planning and building process. BIM facilitates an efficient exchange of information between architects, sanitary engineers and building owners, thus enabling sanitary systems in buildings to be holistically planned, simulated in the respective context and implemented as a complete solution. This is also entirely in keeping with the spirit of sustainability.
- More and more buildings are being constructed and certified in accordance with sustainability standards such as LEED, BREEAM, DGNB or Minergie. Geberit also offers comprehensive expertise and system solutions in the areas of sanitary technology and water management. This combination impresses investors, project developers, owners and tenants alike. In particular, Geberit offers numerous products with environmental product declarations (EPD) in accordance with the European standard EN 15804, which can also be used directly for sustainable building standards. Geberit has a total of 15 EPDs, which account for around 30% of Group sales.

Communication on Progress UNGC

Human rights

Principle 1:

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

- When hiring employees and determining their assignment in the company, Geberit attaches great importance to qualifications appropriate to the task description. In accordance with their qualifications, the majority of Geberit employees at the production sites and sales companies are paid well above the minimum wage range. This considerably reduces the risk of human rights violations. See → [Management approach employment](#)
- In its Code of Conduct, Geberit undertakes to be an exemplary, reliable and fair business partner and employer at all times. As a fair partner, Geberit recognises all laws, directives and internationally recognised standards as well as the UN Guiding Principles on Business and Human Rights, and complies with them in full. All new employees at Geberit are trained on the Code of Conduct as part of the Welcome events. See → [Geberit Code of Conduct](#), → [GRI 2-24](#)
- Compliance with the Code of Conduct is monitored Group-wide as part of an annual survey and supplemented by internal audits on site. There were no breaches related to human rights in 2022. See → [GRI 2-24](#)
- The Geberit Integrity Line gives all employees the opportunity to report irregularities anonymously. Three cases were recorded by the Integrity Line for employees in 2022. All cases were followed up and are now closed, including the two cases from the previous year.

Principle 2:

Make sure the company is not complicit in human rights abuses

- With respect to human rights abuses, the greatest risk for Geberit lies with suppliers, who can be influenced only indirectly. Geberit does all it can to minimise this risk and requires that business partners and suppliers comply with comprehensive standards. See → [Sustainability strategy](#), → [Management approach procurement](#)
- The Code of Conduct for Suppliers is intended to ensure that Geberit's suppliers act in accordance with internal and external guidelines, such as the UN Guiding Principles on Business and Human Rights and the ILO core labour standards. As of the end of 2022, a total of 3,296 direct and indirect suppliers had signed the Code of Conduct. This equates to over 90% of the total procurement value. In 2022, 167 existing suppliers were identified in the highest risk category as defined by Geberit, which corresponds to around 7% of the procurement value of Geberit. A systematic planning and performance of audits is conducted for these suppliers. See → [Code of Conduct for Suppliers](#), → [Management approach procurement](#)
- In 2022, four third-party audits were carried out at suppliers in China, Turkey and Bosnia and Herzegovina. The results showed that the majority of obligations set out in the Code of Conduct for Suppliers were complied with. Appropriate corrective measures were agreed in cases of non-compliance. See → [GRI 414-2](#)

Labour practices

Principle 3:

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

- No rights with respect to exercising the freedom of association or collective bargaining as defined in the ILO core labour standards are subject to restriction at the Geberit Group. This is verified annually as part of a Group-wide survey. No restrictions were in effect in 2022. See → [GRI 407](#)
- There are currently 9,635 employees (corresponding to 81% of the workforce) who are covered by collective agreements (e.g. collective labour agreements, wage agreements). In Germany, Austria, Switzerland, France, Italy, Finland, Sweden, Poland and Ukraine, around 90% of employees are subject to a collective labour or wage agreement. There are no collective agreements with employees in place in the USA. The employment conditions of employees who are not covered by collective agreements are also in line with market standards. See → [GRI 2-30](#)

Principle 4:

Uphold the elimination of all forms of forced and compulsory labour

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

Principle 5:

Uphold the effective abolition of child labour

- Geberit categorically rejects all forms of forced and child labour. According to the annual Group-wide survey, no cases of forced and compulsory or child labour were discovered in 2022, nor were any cases revealed during the course of the audits performed among the suppliers. The basic principles established in the Code of Conduct for Suppliers expressly include compliance with the ILO core labour standards for the exclusion of forced or child labour. See → [GRI 408](#), → [GRI 409](#)

Principle 6:

Uphold the elimination of discrimination in respect of employment and occupation

- The Geberit Code of Conduct clearly specifies how employees are to behave and how Geberit assumes responsibility as an employer in order to counteract discrimination in adherence with the ILO core labour standards. According to the annual Group-wide survey, there were two cases of sexual harassment in the workplace in 2022 and both the accused people have left the company. There was one complaint concerning discrimination that could not be upheld. See → [GRI 406-1](#)
- Geberit's personnel policy and recruitment practices do not differentiate between members of the local community and other applicants or employees. See → [GRI 406](#)
- Protection of the principles of equality is anchored in the Geberit Code of Conduct. This includes the prohibition of discrimination against any employee on the basis of gender. Fair and equal pay for men and women is a matter of course at Geberit, as was verified and documented in 2021 as part of the annual Group-wide survey. The certified auditors PwC checked and confirmed that the analysis was carried out correctly. The proportion of female employees at the end of 2022 was 24%; in management this figure was 11%. See → [GRI 405](#), → [Geberit Code of Conduct for Employees](#)
- Measures are defined in the "Diversity & equal opportunity" module in the sustainability strategy, leading to the development of a Group-wide directive on diversity and equal opportunity. It is planned to step up collaboration with third-party institutions and to promote inclusive workplaces. See → [Sustainability strategy](#)

Environmental protection

Principle 7:

Support a precautionary approach to environmental challenges

- Since 1990, Geberit has followed a long-term environmental strategy, plus a sustainability strategy that was developed later. It has been committed to environmentally friendly, resource-efficient production as well as to the development of innovative, water-saving and sustainable products. This is also defined as a management principle in the Geberit Compass. Environmental criteria are considered in all decision-making processes. A demonstrably high standard is achieved in this regard, one which often exceeds statutory requirements. See → [Geberit Compass](#)
- The core element of the new → [CO₂ strategy](#) introduced in 2022 is its integration into all relevant business processes. In addition to improved transparency brought about by a comprehensive monthly CO₂ report, a focus is being placed on the measurability and direct responsibility of management and employees by means of short-term and medium-term goals. The annual achievement of objectives regarding CO₂ reduction is now relevant to bonuses with a weighting of 20% for the entire Group management (around 220 managers) as well as employees in Switzerland (a total of 1,500 employees). In order to integrate the CO₂-reducing activities into the business processes in the best possible manner, internal CO₂ pricing was introduced in 2022. Once a year, the Group Executive Board suggests a CO₂ reference price as part of the budget, which is then approved by the Board of Directors. This CO₂ price serves as a basis for deciding on investments in measures to reduce the amount of energy used or CO₂ emissions.
- In the reporting year, the calculation of CO₂ emissions was updated with new basic data and a switchover made to the local electricity mix (market-based). In 2022, CO₂ emissions (Scopes 1 and 2) amounted to 150,591 tonnes (previous year 183,886 tonnes), corresponding to a decrease of 18.1%. CO₂ intensity (CO₂ emissions in relation to currency-adjusted net sales) was reduced by 21.9% in the same period, thus clearly exceeding the target of 5% per year. See → [GRI 305-2](#), → [GRI 305-4](#)
- Since the acquisition of the energy-intensive ceramics business in 2015, Geberit has been able to reduce CO₂ intensity by 56.4%. The goal in the future is to continue to reduce CO₂ intensity by an average of 5% per year. As such, Geberit is planning to achieve a long-term reduction in absolute CO₂ emissions from 183,886 tonnes in 2021 to 121,000 tonnes by 2035. In comparison with the reference year 2015, relative CO₂ emissions are to be reduced by 70% by 2030 and by 80% by 2035, while absolute CO₂ emissions are to fall by 47% and 50% by 2030 and 2035, respectively. The targeted reduction in emissions (Scopes 1 and 2) is equivalent to a contribution to a reduction path that limits CO₂ emissions to “well below 2°C” above pre-industrial levels. See → [GRI 305](#)

Principle 8:

Undertake initiatives to promote greater environmental responsibility

- The Geberit Group has a Group certificate in accordance with ISO 9001 (quality), ISO 14001 (environment) and ISO 45001 (occupational health and safety) that is valid until 2024. The annual preparation of a corporate eco-balance has been an established part of Geberit’s environmental strategy since 1991. The absolute environmental impact fell by 17.1% in 2022. Eco-efficiency (environmental impact per currency-adjusted net sales) improved by 20.9%, meaning that Geberit clearly exceeded its target of 5% per year. See → [ISO Group Certificate](#), → [Environment](#), → [Sustainability strategy](#)
- Pivotal in energy management and the new CO₂ strategy are measures for saving energy, increasing efficiency and procuring energy in the plants. The corresponding measures are implemented using an energy master plan and a rolling CO₂ forecasting of the significant plants. The proportion of renewable energies is being further increased throughout the company, always taking the internal CO₂ reference price and the economic efficiency of the planned projects into consideration. See → [GRI 302](#)
- Beginning with the development process, the most environmentally friendly materials and functional principles are used, risks are minimised and high resource efficiency is pursued. Eco-design has been an integral part of the development processes since 2007 and has already been adopted in more than 180 development projects. Eco-design is also implemented in product modifications and technology projects. Every new product is to be better than its predecessor with respect to environmental aspects. See → [Products and innovation](#)

Principle 9:

Encourage the development and diffusion of environmentally friendly technologies

- The water footprint throughout the Geberit value chain shows that nearly 100% of the water consumption is attributable to the use of products by customers. Water-saving solutions can therefore exert a major impact: all dual-flush and flush-stop cisterns produced since 1998 have saved around 3,840 million m³ of water in 2022 alone. See → [SDG Reporting](#)
- Climate change may cause regional restrictions in the availability of water. Water-saving, resource-efficient products will become increasingly important. Geberit is taking advantage of the opportunity to meet the growing worldwide demand for water-saving products and to contribute towards the diligent handling of water, investing in water-saving, energy-efficient and resource-saving technologies and products. See → [TCFD Reporting](#)
- The environmental impacts of Geberit’s products are improved continually through the consistent application of eco-design principles in product development. One current example that particularly helps to reduce the environmental impact and reduce water consumption and CO₂ emissions is the Acanto WC with TurboFlush. It offers improved flushing-out performance thanks to optimised hydraulics, with minimal water consumption. For further examples, see → [Products and innovation](#)
- Geberit advocates the economical use of water beyond processes and products. In 2017, it was involved in establishing the Unified Water Label Association (UWLA; formerly European Bathroom Forum). One of the first tasks was the launch of a new European water label as a voluntary and flexible instrument to support customers in the selection of resource-efficient products. See → [Products and innovation](#)
- Sustainable building is a market of the future experiencing strong growth throughout the world. As a leading system provider of sanitary solutions, Geberit is already offering suitable products for this purpose.

Anti-corruption

Principle 10:

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

- As a long-term member of Transparency International Switzerland, Geberit is committed to high standards in combating corruption. In addition to the Code of Conduct, there are additional guidelines on prevention and employees receive training in this area. See → [GRI 205](#)
- In 2022, the Internal Audit Department audited a total of 23 companies and did not discover any cases of corruption.
- Since 2017, an Integrity Line has been available to suppliers for anonymously reporting irregularities in the procurement process. The Integrity Line is operated by an external company with experience in this area. No cases were reported in the reporting year. See → [GRI 2-16](#)
- As a rule, Geberit does not make donations to parties or politicians. All donations are neutral from a party political point of view. This was verified and documented as part of the annual Group-wide survey.

TCFD Reporting

Geberit reports on climate-related risks and opportunities according to TCFD guidelines (Task Force on Climate-related Financial Disclosures) for the first time in 2022. The report on governance, strategy, risk management, key figures and goals indicates how Geberit identifies and deals with physical risks and transitional risks and opportunities that are caused by climate change and may have a financial impact on the company.

For Geberit, sustainability means thinking and acting responsibly on a long-term basis and thus being successful over the long term as a result. This means striking a balance between economic, environmental and social aspects in all decision-making processes. Geberit stands for a high level of environmental awareness and has been committed to environmentally friendly, resource-saving production as well as the development of innovative, high-quality water-saving and energy-saving products with outstanding design. Climate change mitigation is also managed with this in mind. Geberit has the strategic goal of making an active contribution towards climate change mitigation and consistently reducing energy consumption and CO₂ emissions – both inside and outside the company.

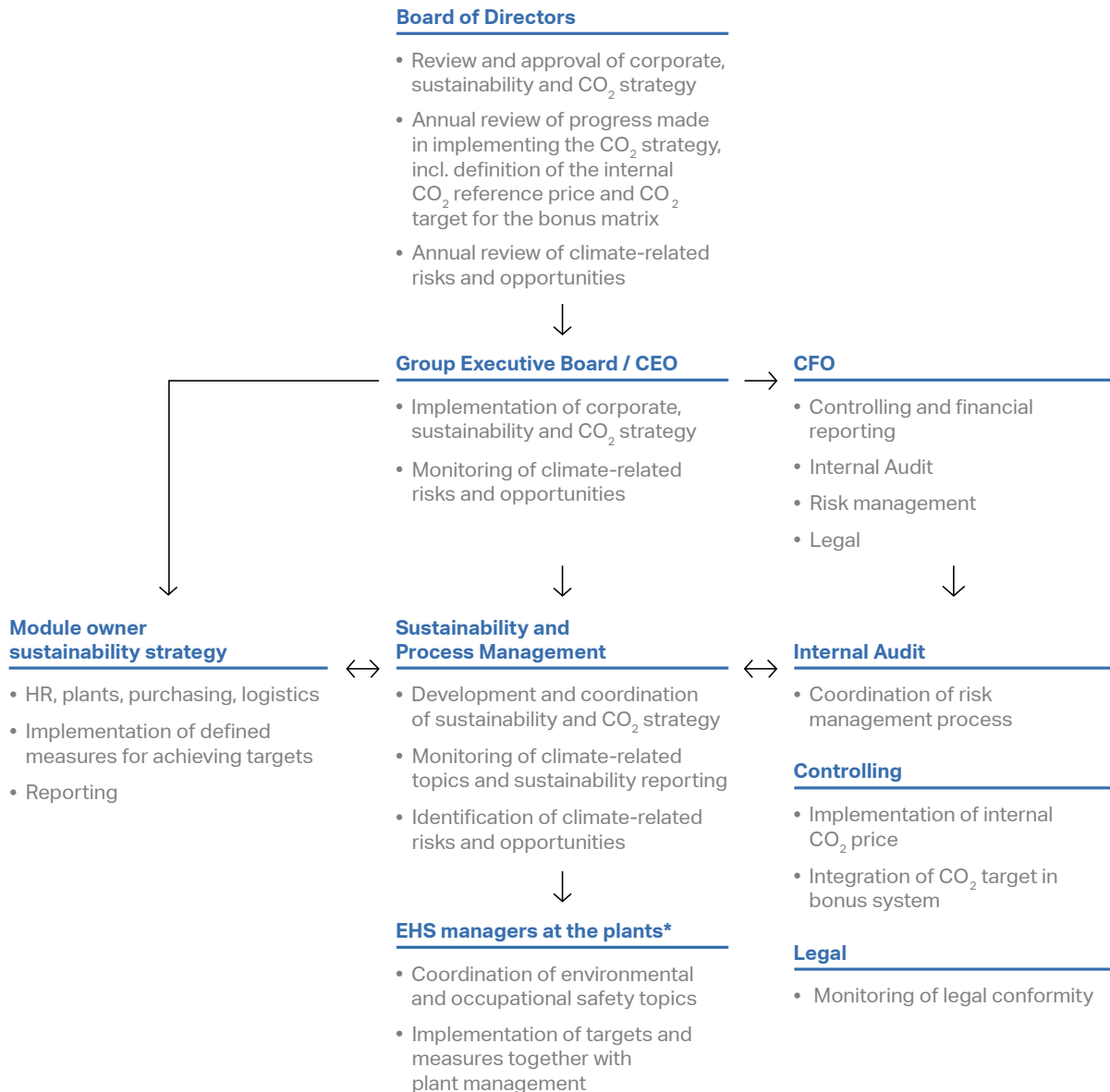
1. Governance

The responsible and future-oriented corporate governance of Geberit strengthens the resilience of the business model and thus the long-term value creation of the company. As a result, Geberit has taken its responsibility in the field of sustainability seriously for many years and continually improves the holistic management approach towards the most important topics. The Board of Directors has the highest level of direct responsibility for climate-related risks and opportunities. Climate-related topics affect all business areas at Geberit and thus have to be overseen and controlled at the highest level within the organisation.

The Board of Directors determines together with the Group Executive Board the corporate strategy. The → sustainability strategy supplements the corporate strategy with twelve concrete modules. Important modules with a connection to climate change mitigation include energy and CO₂ reduction in production and logistics, the development of innovative, sustainable and resource-saving products, the consistent implementation of eco-design principles, and a sustainable supply chain. Intelligent water management both in terms of production and products also plays an important role here. The new CO₂ strategy – which includes an internal CO₂ price and bonus-related component for Group management and employees in Switzerland – was developed by the Group Executive Board in 2021 and was then checked and approved by the Board of Directors. It has been in force since the start of 2022. The Group Executive Board is responsible for implementing the sustainability strategy (including the CO₂ strategy as part of the sustainability strategy). Results and the achievement of objectives are submitted to the Board of Directors for verification at least once annually.

The way in which the topic of sustainability is approached has been further developed within the company on a regular basis. The topic has been addressed actively for over 30 years and has had a dedicated function at the company since 1992, starting with a focus on environmental topics and then constantly growing to include added topics and responsibilities. The central environment and sustainability department has reported directly to the CEO for over 20 years. Since 2020, this department has also been responsible for Group-wide process management and ISO certification and was renamed Sustainability and Process Management. Among other aspects, it coordinates the further development of the sustainability strategy and CO₂ strategy, plus the associated activities. It also develops approaches for identifying, assessing, monitoring and reporting climate-related risks and opportunities. Various relevant environmental data, such as energy and water consumption, is recorded on a monthly basis in a central tool. This allows climate-related key figures to be monitored monthly and distributed to the Group Executive Board and the responsible managers – particularly plant managers – as part of energy and CO₂ reporting. In-depth findings from the monitoring of climate-related topics are summarised annually in a Corporate Environmental Report. Sustainability and Process Management is also responsible for the annual sustainability report according to GRI Standards, including the sustainability strategy, key figures sustainability, as well as various additional reporting standards such as SASB, SDG and UNGC. It is also responsible for reporting in line with the Carbon Disclosure Project (CDP).

Either the individual business units or – centrally – Sustainability and Process Management are responsible for planning and implementing the measures detailed in the twelve modules included in the sustainability strategy. In terms of direct responsibility, the production plants are responsible for the green production module, Group logistics for the green logistics module, and Group purchasing for the sustainable supply chains module. A network of EHS managers at the production plants coordinate environment, health and safety topics and implement the goals and measures from the sustainability strategy locally together with plant management. Additionally, a global meeting takes place once a year, where managers discuss best practice and further develop Group-wide standards and processes.



* EHS: Environment, Health and Safety

The → [Corporate Governance](#) report included in the Annual Report 2022 contains further information on the governance structure.

2. Strategy

According to TCFD guidelines, a distinction is made between physical risks and transitional risks and opportunities. Material risks and their financial significance are regularly reviewed and assessed by Geberit as part of risk management.

Physical risks include short-term acute, extreme weather events and longer-term chronic, localised effects such as increasing average temperatures, rising sea levels or increasing periods of drought. These short-term and longer-term effects may result in damage to property and infrastructure, adversely affect logistics operations or cause disruptions in the supply chain. Rising average temperatures and an increase in the number of hot days lead to increased energy demand for the cooling of machines, processes and workplaces during the summer months, as well as to a possible reduction in energy demand for heating buildings in the winter. Rising sea levels may mean that production sites located on the sea have to be protected against flooding.

All in all, the physical risks affecting Operations in particular (Purchasing, Production and Logistics) are classified as being of low to moderate risk.

Transitional risks and opportunities arise from new legal, technological, societal and economic trends and framework conditions triggered by climate change.

- Changes in environmental protection laws and tighter regulations may lead to stricter requirements concerning energy efficiency and the use of renewable energy sources, as well as an increase in CO₂ taxes on fuels and combustibles, leading to increased energy costs. In terms of water, lower availability and poorer quality may also result in stricter requirements. This would lead to increased demand for water-saving sanitary systems – particularly toilets – and Geberit could gain market shares.
- The trend towards resource efficiency and a circular economy is leading to increasing demands in terms of the quality, durability, reparability and recycling of products and building materials. These developments could have an impact on the product portfolio and production plants. Furthermore, customers, investors and employees also have increasing expectations in terms of sustainable, low-carbon products and services. With its high-quality, durable products, Geberit is well positioned and has the opportunity of gaining further market shares.
- The biggest opportunity for Geberit can be found in the limited local availability of water in many places as the result of climate change. In the risk analyses conducted periodically by the World Economic Forum (WEF) and published in its Global Risk Report 2023, water scarcity (a central topic in the context of crises in natural resources) was classified as one of the ten highest global risks in terms of impact over the next ten years. This trend has an influence on the development of sanitary technology. Water-saving, resource-efficient products will become increasingly important. Geberit is taking advantage of the opportunity to meet the growing worldwide demand for water-saving products and to contribute towards the diligent handling of water, thus making a name for itself as a leader in sustainability. Water-saving products already make a substantial contribution to Group sales.

All in all, the trends and changes addressed above primarily result in opportunities for Geberit to gain market shares as a sustainability leader and market leader in sustainable sanitary products.

Integration in business processes

In order to minimise risks and utilise opportunities on the market, Geberit's overall strategic approach is of key importance: Geberit integrates the sustainability approach step by step in its business processes and core business – and has been doing so for over 30 years. Sanitary technology behind the wall combines reliability and quality with innovation. This allows for easy, quick and reliable planning and installation. Meanwhile, bathroom systems in front of the wall offer convincing design, functionality and sustainability, for example, in terms of saving water. By applying the eco-design principle, each product is inspected and optimised throughout the entire life cycle. By developing and selling water-saving sanitary solutions, Geberit makes a valuable contribution to saving increasingly scarce drinking water resources. A second major contribution can be found in climate change mitigation – saving water also means saving energy, and thus indirectly also a reduction in CO₂ emissions.

With the consistent implementation of its sustainability strategy and CO₂ strategy, Geberit is working on minimising risks caused by climate change and taking advantage of the associated opportunities.

New CO₂ strategy

The Geberit Group stands for an ambitious and implementation-oriented approach in its activities. This also applies to the new CO₂ strategy. The central element is the integration of the CO₂ strategy in all relevant and existing business processes as well as the handling of CO₂ emissions as external costs by means of internal CO₂ pricing. In this way, Geberit wants to ensure that the procedure of reducing the company's carbon footprint is widely supported within the company, incorporated in daily business activities, and that the measures taken have a long-term, sustainable effect.

Transparency	<ul style="list-style-type: none"> • Scope 1&2: Monthly CO₂ and KPI reporting • Scope 3: Improve transparency of CO₂ footprint of products
Accountability	<ul style="list-style-type: none"> • Focus on short-/mid-term targets • Annual bonus relevant CO₂ target (20% weight) and mid-term reduction of CO₂ intensity by 5% p.a.
CO ₂ pricing	<ul style="list-style-type: none"> • Ecologically/economically efficient decision-making • Internal CO₂ pricing: reference price and project specific CO₂ price
Energy	<ul style="list-style-type: none"> • Energy reduction via energy masterplan and rolling CO₂ forecasting for large plants • Increase of renewable energy sourcing and evaluation of alternative energy sources, e.g., photovoltaics, PPA
Structural reduction	<ul style="list-style-type: none"> • Scope 1&2: Reduction/reusage of ceramics waste; evaluation of new ceramics production technologies, e.g., H₂ • Scope 3: Eco-design for product development
Offsetting or removal	<ul style="list-style-type: none"> • External CO₂ offsetting or removal based on CO₂ reference price

Transparency

The annual preparation of a comprehensive corporate eco-balance is an established part of environmental management. It covers all production plants worldwide, central logistics in Pfullendorf (DE), other smaller logistics units and the larger sales companies. Since 2012, a carbon footprint has been calculated along the value chain (Scopes 1 to 3), see → [CO₂ and other emissions](#).

As part of the new CO₂ strategy, internal reporting has been further expanded: Key figures on CO₂ emissions are included in the regular monthly reporting and forecasting processes. Additionally, the calculation of the carbon footprint (Scopes 1 and 2) was also audited externally for the first time as part of a limited assurance engagement, see → [Audit report greenhouse gas balance](#).

In addition to focusing on Scope 1 and 2 emissions, work also continued on the transparency of Scope 3 emissions. This took place on a product level as part of environmental product declarations (EPDs) and also for Scope 3 emissions from the supply chain.

Accountability

Since 2022, the annual achievement of targets in reducing CO₂ intensity has been integrated as one of five equally weighted criteria in the calculation of the Group bonus. The annual reduction goals are thus bonus-related with a weighting of 20% for the entire Group management (around 220 managers) as well as for the employees in Switzerland (a total of 1,500 employees).

CO₂ pricing

The internal CO₂ pricing is of central importance. Once a year, the Group Executive Board suggests a CO₂ reference price as part of the budget, which is then approved by the Board of Directors – this was EUR 60 per tonne of CO₂ for 2022. This is based on the price of the European Emissions Trading System (ETS) for CO₂. The internal CO₂ reference price embodies the reference costs for saving one tonne of CO₂. An implicit CO₂ project price is calculated for each project using an economic efficiency calculation. This serves as a basis for deciding on investments in measures to reduce energy or CO₂.

Energy

Pivotal in the CO₂ strategy are measures for saving energy, increasing efficiency, heat recovery and procuring energy in the plants. The corresponding measures are drawn up and implemented as part of an energy master plan and a rolling CO₂ forecasting of the significant plants. The proportion of renewable energies is being further increased throughout the

company, always taking the internal CO₂ reference price and the economic efficiency of the planned projects into consideration. There are various ways of doing this: purchasing high-quality green electricity, long-term Power Purchase Agreements (PPA) with selected operators, or the installation of proprietary photovoltaic systems on the roofs of the production plants to generate electricity to be used within the company, see → [Energy](#).

Structural reduction

Accordingly, the area of ceramics, which accounts for around two-thirds of all Geberit's CO₂ emissions (Scopes 1 and 2), has the largest savings potential. This includes a special focus on the reduction of scrap rates and refiring rates. The firing process and the use of the resulting waste heat will be continually optimised. This can be used for other process steps, such as drying the plaster moulds or ceramic blanks. Furthermore, projects were launched to investigate the possibilities of switching to renewable energy sources – for example, green hydrogen – in the long term as well as the systematic reuse of ceramic waste, see → [Resources and circular economy](#).

Geberit also contributes to reducing Scope 3 emissions as part of purchasing and product development. Furthermore, since 2007 all new products have been optimised in terms of sustainability as part of eco-design workshops. Seen across the entire life cycle, each product should be better than its predecessor from an ecological perspective – and all without sacrificing on quality, functionality or durability. With regard to the individual areas in the upstream and downstream value chain, the planned measures are aiming for the following improvements:

- Ensuring high quality, durability and repairability
- Reduction of water and energy consumption in the product use phase
- Reduction of the quantities of material used
- Increasing the share of recycled and sustainable, CO₂-reduced materials
- Simplification of dismantling and recycling products and their components
- Reduction of packaging material
- Optimisation of transport routes and maximising shipping container utilisation

The sustainable design of products makes a significant contribution to Scope 3 emissions at Geberit. Through the continuous development of products, Geberit can secure competitive advantages at customers with an increased awareness of sustainability, gain technological competitive advantages and reduce potential risks resulting from future environmental regulations.

A sustainable supply chain also contributes to reducing risks. In principle, Geberit's production processes entail a high in-house production depth, i.e. it largely purchases raw materials and semi-finished products with a high share of raw materials. Geberit's suppliers are obligated to maintain comprehensive environmental and social standards. Supplier management incorporates a risk management approach on environmental, occupational safety and human rights matters, among other aspects. The selection of suitable raw materials with minimal CO₂ emissions plays an increasingly important role, and is addressed in discussions with suppliers and included in decision-making processes, see → [Purchasing](#). Climate risks at suppliers can lead to difficulties in raw material procurement for Geberit and thus affect operational workflows in production at the company. Risk management towards a sustainable procurement strategy for raw materials with a strong regional and local orientation helps to better manage and reduce climate risks in the supply chain.

Offsetting or removal

Geberit has the goal of significantly reducing CO₂ emissions on its own, wherever possible. There is an increasing demand for low-carbon or carbon-neutral products among customers. As part of the new CO₂ strategy, Geberit is testing out the approach of calculating currently unavoidable CO₂ emissions based on the environmental product declaration (EPD) for ceramic appliances and compensating for these by investing in a selected, high-quality climate change mitigation project. In 2023, a pilot project was started with the myclimate foundation from Switzerland in order to gather initial experiences.

3. Risk management

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

Integration of climate risks in general risk management at the organisation

The risk management process involves the following steps:

1. Risk identification and classification: Correct identification and assessment of the significant risks. These are discussed in depth every other year by the Group Executive Board and the Board of Directors.
2. Risk analysis: Assessment of specific business risks and analysis of the changes since the last survey. The former is assessed with the Probability of Occurrence, on a scale of improbable (1) to frequent (5). To scale the effects of a risk that has been identified, the scale of the Impact of Risk Event is used. The scale ranges from insignificant (1) to very critical (5). The risks are classified on the basis of the combined scores.
3. Risk management: Instruments, measures and responsibilities are defined for each risk and checked at regular intervals.
4. Risk monitoring and reporting: Risk monitoring is part of regular reporting to the Group Executive Board and the Board of Directors, and is also part of the risk assessment that takes place every two years.

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

Assessment of risks and opportunities arising from climate change

The following table shows the most important climate-related risks and opportunities that Geberit has identified to date and assessed as having a possible impact on the company.

Physical risks

Type	Impact on Geberit (risks and opportunities)	Measures
Acute		
Extreme weather events, such as storms, flooding or landslides	<p>Risk</p> Extreme weather events can affect Geberit’s in-house production or supply chain. Due to (i) the continuous high investments in building infrastructures and (ii) the procurement strategy focusing on regional/local suppliers and plants close to the sales markets, the risks to the supply chain in particular are minimised.	<p>Minimising risks</p> <ul style="list-style-type: none"> • Regular assessment of acute physical risks as part of business continuity management (BCM) • Supply chains are kept short, with alternative suppliers established wherever possible • Continuation of the production strategy and increased flexibility in the ceramics plants for relocating products to other plants
Chronic		
Longer-term, localised effects of climate change, such as increasing average temperatures, rising sea levels or increasing periods of drought	<p>Risk</p> Rising average temperatures lead to increased energy demand for the cooling of machines, processes and workplaces during the summer months, which can lead to increased costs. Rising sea levels would affect the two production sites located on the sea at Gaeta (IT) and Ekenäs (FI), which are responsible for around 2.5% of Group sales. The remaining 24 plants that make up 97.5% of Group sales are not affected. Increasing periods of drought can have a negative impact on the availability and quality of drinking water or process water, leading to increased costs in ceramic production in particular. <p>Opportunity</p> Rising average temperatures lead to a reduction in energy demand for heating buildings in the winter, which can reduce heating costs.	<p>Minimising risks and taking opportunities</p> <ul style="list-style-type: none"> • Regular assessment of chronic physical risks as part of the risk management system • Ongoing investment in resource-efficient, energy-saving and water-saving production • Investments in infrastructure, such as the construction of a defensive wall or the implementation of emergency concepts for protecting the affected production plants • Relocation of products from the two at-risk ceramics plants to the other eight unaffected plants

Transitional risks and opportunities

Type	Impact on Geberit (risks and opportunities)	Measures
Regulatory and statutory		
Increased demands for energy efficiency and the use of renewable energy sources, plus increased CO ₂ taxes on fossil combustibles and fuels	<p>Risk Increased CO₂ taxes on fossil combustibles and fuels lead to increased operating costs, primarily in the European ceramics plants. However, these could be passed on thanks to the high price-setting power, or could also be absorbed if necessary due to very high, industry-leading profitability. The higher operating costs do not have a significant risk for Geberit.</p> <p>Opportunity Due to Geberit's industry-leading profitability, competitors would be affected more by higher costs, which could result in Geberit gaining market shares.</p>	<p>Minimising risks</p> <ul style="list-style-type: none"> • Further implementation of the comprehensive CO₂ strategy: (i) implementation of measures for saving energy, heat recovery and increasing efficiency in the plants, (ii) increasing the share of green electricity and replacing heating systems using fossil fuels and energy-intensive technologies, (iii) applying internal CO₂ price for efficient decision making
Increasing requirements for saving water	<p>Opportunity Increasing requirements for saving water lead to an increased demand for water-saving solutions in sanitary applications. Geberit has a broad product portfolio of water-saving WC systems and helps to systematically and holistically optimise the handling of water in buildings while ensuring the highest levels of hygiene, including in drinking water applications.</p>	<p>Taking opportunities</p> <ul style="list-style-type: none"> • Further expansion of the portfolio of water-saving sanitary products, particularly WC systems • Increased marketing measures for promoting water-saving solutions, particularly toilet flushes
Tighter regulations in terms of the circular economy, particularly through the European Green Deal	<p>Opportunity High product quality and durability mean that Geberit can gain market shares in the event of tighter regulations and/or increased awareness relating to the circular economy. The European Green Deal leads to increased activity in renovations and new buildings in the European construction sector, meaning Geberit benefits as the leading provider of sanitary products.</p>	<p>Taking opportunities</p> <ul style="list-style-type: none"> • Consistent development of products according to the eco-design principle • Identification of ways in which to close internal material cycles and make production waste useful as secondary materials • Increasing the share of recycled materials (e.g. ABS regranulate) in production and searching for further high-quality plastic regranulates
Technology		
New technologies such as energy-efficient machines and low-carbon or carbon-neutral production processes using green hydrogen	<p>Risk Increased costs for procuring new machines, the use of alternative fuels (e.g. green hydrogen) and the changeover of production processes for achieving carbon neutrality.</p> <p>Opportunity Due to its proven high willingness to invest and industry-leading financial strength, Geberit benefits from technology risks compared to the competition.</p>	<p>Minimising risks and taking opportunities</p> <ul style="list-style-type: none"> • Regular assessment of technology risks as part of the risk management system • Implementation of new CO₂ strategy, particularly structural reduction and the internal CO₂ price for efficient decision making on more cost-effective solutions • Ongoing renewal of machine fleet and infrastructure, plus continued investments in the latest technology
Market		
Changes to customer needs and preferences	<p>Risk Competitors catch up in the area of sustainability and sustainable products, Geberit recognises new customer expectations or new trends too late and cannot meet them.</p> <p>Opportunity Geberit already has a wide range of sustainable and water-saving products and can use its innovative strength to further expand the product portfolio in this direction. Gaining of market shares and higher income due to exploitation and increase of product share for low-emission products.</p>	<p>Minimising risks and taking opportunities</p> <ul style="list-style-type: none"> • Regular assessment of market risks as part of the risk management system • High level of innovation maintained for sanitary products and system solutions • Major investments in water-saving, energy-efficient and resource-saving technologies and products, as well as in product quality; annual investments of around CHF 72 million in R&D • Industry-leading know-how in the fields of hydraulics, water conservation, drinking water quality and sound insulation • Establishment and development of skills in the field of green building • Consistent development of products according to the eco-design principle • Voluntary purchase of high-quality CO₂ certificates for selected ceramic appliance series • Transparent communication of environmental impacts of our products as part of EPDs



Type	Impact on Geberit (risks and opportunities)	Measures
Reputation		
Changing expectations of employees, customers and society	<p>Risk Competitors catch up in the area of sustainability and position themselves as sustainability leaders with ambitious claims.</p> <p>Opportunity Geberit reinforces its position as a leader and role model in sustainability in the sanitary industry and in the marketing of innovative, water-saving and sustainable sanitary solutions. Geberit supports the transformation in the construction industry towards more sustainable solutions and green building in cities and communities. There is a particular focus on saving water.</p>	<p>Minimising risks and taking opportunities</p> <ul style="list-style-type: none"> • Regular assessment of reputation risks as part of the risk management system • Regular employee and customer surveys carried out • Regular review of sustainability strategy and communication as part of the external stakeholder panel • Increased external communication of the sustainability efforts that have been firmly established at Geberit for decades and the corresponding sustainability performance report

In terms of climate change, the risks for Geberit are outweighed by the opportunities. The risks are classified as being of low to moderate risk. Stricter environmental rules and regulations – particularly in terms of energy, water consumption and water quality – and greater environmental awareness among customers in general are creating additional demand for durable products that conserve water, energy and resources. Geberit already offers a wide range of suitable products here.

Risks and opportunities arising from climate change were also discussed with the external [→ stakeholder panel](#) in 2020 and 2022. As detailed in the [→ Panel Statement 2020](#), the panel members assume that the political and regulatory framework conditions on climate change mitigation will change and become stricter. The demand for water-saving products as a result of climate change is assessed as “moderate” by the panel. However, it is expected that the demand for products that improve drinking water quality and hygiene will increase. Similarly, there will also be an increasing demand on the market for products that can be repaired and reused, or can be recycled. As detailed in the [→ Panel Statement 2022](#), the panel all agreed that the development of innovative, durable sanitary products with exceptional quality and design is pivotal for Geberit, as is resource efficiency in production and during the product use phase. As a result, the focus on the innovation and sustainability of sanitary products in the strategy is particularly important in minimising climate-related risks for Geberit in future and utilising the opportunities to their full potential.

4. Key figures and goals

For many years, Geberit has disclosed comprehensive key figures and goals on sustainability and CO₂ as part of its sustainability reporting:

- [→ CO₂ and other emissions](#)
- [→ Key figures environment](#)
- [→ 10-year key figures environment](#)
- [→ CO₂ pricing](#)

Sustainability

Stakeholder Panel

Introduction Stakeholder Panel

As part of the sustainability reporting on the financial year 2022, Geberit consulted a panel of external stakeholders for the sixth time in September 2022. The results of the external stakeholder panel's analysis are documented in the [→ Panel Statement](#). The external review and the recommendations contained therein are dealt with in detail in the [→ Response from Geberit to the Panel Statement](#).

Panel's objective and role

The objective of the external stakeholder panel was to provide feedback on the sustainability performance, materiality analysis, new CO₂ strategy, strategic approaches on the topics of diversity and inclusion, and ESG governance. This input is used for the strategic review and continued development of the company. The panel's review does not include an examination of the accuracy of the data and information presented by Geberit.

Composition and independence

The stakeholder panel comprises six independent [→ members](#) with different areas of expertise with respect to Geberit's core business. To ensure the panel's independence in this process, the discussions were overseen and moderated by an external party.

The [→ Panel Statement](#) contains the review of all members. The panel is a consensus group. In cases where a consensus could not be reached, the diverging opinions were documented in the statement. As a basic principle, the views expressed by the panel members are their own and do not necessarily reflect the views of their respective organisation or employer.

Process and results

The process comprised several steps and was conducted and documented in a systematic manner:

- In September 2022, the panel met with CEO Christian Buhl and members of the Corporate Communications and Corporate Sustainability teams for a half-day externally moderated workshop.
- In February 2023, the panel was consulted once again, the revised sustainability strategy presented and the [→ Panel Statement](#) finalised.
- Following this, the [→ Response from Geberit to the Panel Statement](#) was finalised on the basis of current reporting on the financial year 2022.
- The next stakeholder panel is planned for 2024.

Members Stakeholder Panel 2022



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Laboratory for Human Environment
Relations in Urban Systems, EPFL,
Lausanne (CH)



Dr. Peter Richner
Deputy CEO Empa, Responsible NEST,
Dübendorf (CH)



Prof. Dr. Volker Hoffmann
Professor for Sustainability and
Technology, ETH Zurich, Zurich (CH)



Roger Baumann
COO GRE & Head Product Development,
Zurich Insurance Group Ltd, Zurich (CH)



Dr. Thomas Streiff
Cadmos Engagement Fund, BHP Bruggler +
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Matthias Pestalozzi
CEO and Member of the Board of Directors
Pestalozzi Group, Dietikon (CH)



Moderation:
Dr. Barbara Dubach
CEO engageability, Zurich (CH)

Panel Statement

Credible dialogue and continuous improvements by the company

The members of the stakeholder panel appreciate the exchanges made with Geberit. The dialogue – which has now taken place for the sixth time – allows progress made in the implementation of the sustainability strategy over the years to be monitored, and also to openly address challenges and make suggestions on possible improvements.

Since the initiation of the stakeholder panel in 2012, the sustainability performance of Geberit has continually improved, with the company perceived as being “doers” by the panel members. Geberit’s new CO₂ strategy in particular is seen as exemplary: The company sets concrete short-term and medium-term goals, with implementation of these goals an integral and binding part of business planning. In order to reach net zero climate goals in the long term, the panel recommends a clear focus on product development and innovations.

As a company in the field of sanitary technology, Geberit makes an important contribution towards public health and hygiene. The panel believes that communication of the company’s contribution to the four UN Sustainable Development Goals (SDGs) set out in the 2030 Agenda for Sustainable Development – namely goals 6, 8, 9 and 11 – could be further intensified.

Orientation of key topics towards economic, environmental and social impact

The panel members welcome the new, compact presentation of the key topics and the close alignment with Geberit’s corporate strategy. The materiality analysis should help to identify relevant topics where Geberit’s business activities have significant economic, environmental and social impacts. In the opinion of the panel members, this relates above all to the added value achieved for the environment and society. In this regard, the panel members all agree that there has to be a focus on the development of innovative, durable sanitary products with exceptional quality and design, as well as resource efficiency in production and during use. The other environmental topics mentioned by Geberit are also of the highest priority. When examining the topics of water, energy and CO₂, it is also important to clearly illustrate the connections between the different topics.

Some of the topics – for example, compliance and governance – are very important from a customer and investor perspective and should therefore be mentioned in the materiality analysis, even though they appear obvious. Topics that affect employees are important and must not be forgotten during prioritisation. The topic of economic performance triggered a controversial discussion among the panel members. While profit and growth are important fundamentals for business, these should be in line with the sustainability strategy and generate added value for the environment and society.

CO₂ strategy

Geberit’s new CO₂ strategy focuses on concrete measures with a medium-term time scale. In the opinion of the panel, the well-thought-out mechanisms connected to the internal CO₂ price and the integration of binding CO₂ emission criteria in operational business planning and in the incentives for management and part of the workforce (bonus relevance) are exemplary.

While the panel members consider relative CO₂ emissions in relation to sales as being fine for control purposes, an absolute reduction of CO₂ emissions must then also be apparent in order to reach net zero as set out in the Paris Agreement and the Science Based Targets Initiative. To reach this under the company’s own power, technological advancement and innovations are key. The panel points out that conventional CO₂ compensation may no longer play a credible role in the foreseeable future. With this in mind, the focus should be on negative emissions when addressing unavoidable CO₂ emissions.

In order to further reduce CO₂ emissions in ceramic production, innovations such as the reuse of sanitary ceramic are suggested in addition to the reduction of energy consumption during the firing process. Moreover, “CO₂ emissions per toilet unit” could be used as an indicator instead of “CO₂ emissions per kg ceramic” and disclosed on the sales article.

Diversity and inclusion

In order to promote the employment of people with physical and mental disabilities both within the company and at suppliers, cooperation with experts and organisations specialising in the creation of inclusive workplaces is recommended.

During discussions, it became clear that – despite various efforts being made – increasing the numbers of female employees in technology-dominated branches remains a major challenge. The panel discussed that starting points for recruiting women had to be considered early on, whether during vocational training in MINT subjects or by addressing them directly in case of vacancies. Moreover, changes would be relevant on the highest management levels in particular (CEO-1) and these have to be initiated from the very top. Geberit’s overall vision and the focus on sustainability could help to appeal to women and recruit them as employees. Part-time positions are also important in order to avoid the structural exclusion of women.



ESG governance and final remarks

The panel members thank Geberit for its open, confidence-building and constructive dialogue. In order for Geberit to also overcome upcoming challenges in a future-oriented way, it is important to also establish the topic of sustainability explicitly within the Board of Directors. In the opinion of the panel, a sustainability committee on the Board of Directors is not required; the Board of Directors as a whole should take on responsibility for this. A positive aspect is that the sustainability strategy is lived and upheld as an integral part of business at Geberit. The six panel members wish the Geberit management team success in the implementation of its sustainability strategy, and would also be happy to act as a sparring partner in future and offer suggestions for Geberit's transformation.



Response from Geberit to the Panel Statement

Geberit thanks the members of the stakeholder panel for the constructive discussions and valuable suggestions. For over 30 years, Geberit has been committed to sustainability and wants to take on a leading role in the change towards a sustainable sanitary industry. The analyses and suggestions made by the panel offer welcome assistance in this regard.

Geberit's goal is to create sustainable added value. To do this, Geberit takes on responsibility and concentrates on the implementation of verifiable short-term and medium-term goals. For this reason, among others, the implementation of the current CO₂ strategy is bonus-related with a weighting of 20% for the entire Group management (around 220 managers) as well as for the some 1,500 employees in Switzerland.

Geberit's product and system innovations play a key role in creating sustainable added value. As a global company specialising in sanitary technology, Geberit can create sustainable solutions through the development of innovative, durable sanitary products with exceptional quality and design, which have a positive impact on both the sanitary industry and on society and the environment.

Orientation of key topics towards economic, environmental and social effects

In the reporting year, Geberit revised its → [Materiality analysis](#) in accordance with the new GRI Universal Standards. The key topics represent the most important impacts made by Geberit on the economy, environment and society. The goal of the revision was also to bring the topics closer in line with the corporate strategy and sustainability strategy.

In general, all of the topics included in the materiality analysis and the associated goals and measures are constantly promoted, see → [Sustainability strategy](#). The → [Panel Statement](#) confirms Geberit's perception – often expressed both internally and externally – that Geberit products are crucial for the added value of the company. Additionally, customers and other stakeholders are increasingly focusing on environmental and sustainability performance. The efficient handling of water remains one of the most important topics at Geberit. Saving water is directly linked to reducing energy consumption, which in turn indirectly reduces CO₂ emissions in the product use phase. The company has emphasised this link for years with reference to the → [water footprint](#). Accordingly, Geberit's most significant contribution to climate change mitigation is then through water-saving solutions. An example of this is the new Acanto WC system solution with TurboFlush technology, which also features an extremely quiet flush and requires minimal cleaning.

CO₂ strategy

Geberit is particularly proud of its newly launched CO₂ strategy. While relative CO₂ indicators are used as the basis for control by the company, management is aware that a consistent reduction of absolute CO₂ emissions is an important objective. In order to achieve this, Geberit not only relies on monthly monitoring of CO₂ emissions, but also on continuous improvements and innovations both in terms of products and production. By consistently applying the eco-design principle, each product is inspected and optimised in relation to its CO₂ emissions throughout the entire life cycle. The eco-design principle used by Geberit since 2007 thus not only includes the direct CO₂ emissions from production (Scopes 1 and 2), but also indirect emissions resulting from the extraction and transportation of raw materials, in logistics, and during product use and disposal (Scope 3). As previously mentioned, Geberit contributes both directly and indirectly to reducing CO₂ emissions by developing and selling water-saving sanitary solutions.

Geberit has the goal of significantly reducing CO₂ emissions on its own, wherever possible. There is an increasing demand for low-carbon or carbon-neutral products among customers. As part of the new CO₂ strategy, Geberit is testing out the approach of calculating currently unavoidable CO₂ emissions based on the environmental product declaration (EPD) for ceramic appliances and compensating for these by investing in selected climate change mitigation projects. In 2023, a pilot project was started with the myclimate foundation from Switzerland in order to gather initial experiences.

Diversity and inclusion

Employees are of key importance to Geberit. Staff management is thus also an important area of responsibility for the entire Group Executive Board. As a result, gender equality is also considered as an important part of management's responsibilities. At 11%, the current share of female employees in management positions is not satisfactory for Geberit. Equal opportunities and the reconciliation of family and working life are the most important pillars for increasing the proportion of female employees. Regular employee surveys ensure that specific challenges and needs are identified.

Inclusion is also taken seriously at Geberit. The company currently employs or awards work to people with disabilities, corresponding to around 400 full-time positions. This is approximately 3.5% of the total workforce. In the medium term, the goal is to increase this share to 5%. To do this, partnerships with third-party institutions for people with disabilities will be expanded and people employed in further inclusive positions wherever possible and practical. In order to promote awareness of inclusive workplaces, Geberit aims to increase transparency in the area of inclusion. The topic will also be reflected in the Annual Report.

Governance

Geberit has also set itself the goal of constantly improving in the area of responsible corporate governance. While the implementation of compliance and governance directives appears a matter of course, the number and frequency of regulations and guidelines are constantly increasing – particularly in terms of sustainability. Geberit checks these carefully and implements them appropriately.

The topic of sustainability is integrated across all business areas at Geberit. The Board of Directors at the company addresses sustainability on a regular basis and is aware of its special responsibility in this area. There is a particular focus on climate change and Geberit's responsibilities in this field. In order to emphasise this and create transparency, Geberit drew up and published a report on climate-related risks and opportunities according to TCFD guidelines for the first time in 2022.

Final remarks

Geberit thanks all the panel members for their valuable contribution. The next stakeholder panel is planned for 2024.

Sustainability

Audit Report Greenhouse Gas Balance



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To the Group Executive Board of Geberit AG
 Schachenstrasse 77
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 Zürich, February 2, 2023

Geberit Group – Greenhouse gas balance (Scope 1 and 2) for the fiscal year 2022 > Independent auditor's report

Audit result

Based on our audit, nothing has come to our attention that causes us to believe that the Geberit Group's Scope 1 and 2 greenhouse gas balance for the fiscal year 2022 has not been prepared, in all material respects, in accordance with the criteria. Based on this assessment limited assurance, we can therefore confirm that the subject matter complies with and meets the specified criteria.

Mandate and scope of the audit

We have been engaged to perform a limited assurance review for the reporting period from January 1, 2022 to December 31, 2022 on the following subject matter:

- The Geberit Group's greenhouse gas balance (Scope 1 and 2) for the 2022 financial year
- The verification of the basic data and emission factors used
- The assessment of the "market-based" approach to calculating CO₂ emissions from electricity
- The review of the report formulation with regard to GRI standards 302-1, 305-1, 305-2 and 2-5

Assessment criteria

The greenhouse gas balance was prepared based on the following criteria defined by Geberit:

- ISO 14064-1:2018, WRI/WBCSD Greenhouse Gas Protocol and GRI Standards 302-1, 305-1, 305-2 and 2-5
- The GHG reporting processes defined by Geberit and listed in the EHS Managers' Manual, as well as the specified templates for data collection and data validation by the EHS Managers at site and Group level

Responsibility of Geberit AG

The Executive Management of Geberit AG is responsible for the preparation of the greenhouse gas balance in accordance with the criteria. This responsibility includes the design, the implementation and maintenance of adequate internal controls related to the preparation of the greenhouse gas inventories, including the calculation of greenhouse gas emissions, that are free from material misstatement, whether due to fraud or error. In addition, the management is responsible for the selection and application of criteria and for maintaining appropriate records.

Responsibility of the auditor

Our responsibility is to express an opinion on the greenhouse gas balancing and the emission factors used therein based on our limited assurance engagement.

We conducted our review in accordance with the Guidance and Verification of Greenhouse Gas Statements (ISO 14064-3:2019) to determine whether the subject matter has been prepared, in all material respects, in accordance with the criteria listed above.

Considering risk and materiality considerations, we performed audit procedures to obtain sufficient and appropriate audit evidence. The procedures selected depend on the judgement of the independent auditor. In a limited assurance engagement, the procedures performed are less extensive than in a reasonable assurance engagement and therefore offers a more limited level of assurance.

We have performed the following essential work:

- Assessment of the requirements for greenhouse gas balancing and their practical implementation
- Interviews with key data suppliers and EHS managers from selected locations
- Interviewing the managers at group level in the areas of operations, procurement and sustainability
- Inspection of the organisational structure, the level of knowledge and training of the employees involved, the methods of data collection and processing as well as the internal controls that are relevant for the audit review
- Analytical considerations, interviews and inspection of the documentation of the systems and processes for collecting, calculating, recording, analysing and aggregating the data, including document reviews and random sampling
- Assessment and review of the methodology used to calculate the Geberit Group's greenhouse gas balance incl. the verification of emission factors and the "market-based" electricity mix calculation
- Review of the report formulation in accordance with GRI 302-1, 305-1 and 305-2 as well as the development of a wording proposal regarding GRI 2-5

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit result.

Intep – Integral Planning GmbH

Gessica Gambaro

Martina Alig

Beat Stemmler



Imprint

Overall Responsibility/Editorial

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Concept, design and technical realisation

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The statements in this review relating to matters that are not historical facts are forward-looking statements that are not guarantees of future performance and involve risks and uncertainties, including but not limited to: future global economic conditions, foreign exchange rates, statutory rulings, market conditions, the actions of competitors and other factors beyond the control of the Company.

This annual report is published in German and English as an online version.
The online German version is binding.