GRI reporting

In the 2012 financial year, Geberit's sustainability reporting is fully integrated in the online Annual Report for the second year running. 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. To this end, information is therefore made available at different levels:

- → CEO Statement on sustainability
- → Current → Highlights on the theme of sustainability
- Business and Financial Review, as part of the Annual Report integrated into the chapters → Employees, → Customers, → Innovation, → Sustainability, → Logistics and Procurement, → Compliance and → Social Engagement
- → Sustainability Strategy with objectives and measures
- → Key Figures Sustainability
- → Communication on Progress UN Global Compact

The Sustainability Performance Report brings together all the information and indicators in a systematic overview (GRI Index) in accordance with the guidelines of the Global Reporting Initiative (GRI). For more detailed information on individual aspects, reference is made in the Report to the above-mentioned elements. The Report is available in German and English. The German version is binding.

As part of sustainability reporting for 2012, Geberit for the first time initiated and consulted a panel of external stakeholders:

- → Introduction to the Stakeholder Panel
- → Members of the Stakeholder Panel
- → Results as a Panel statement
- → Response from Geberit to the Panel statement

Geberit’s sustainability reporting has been assessed with the GRI application level “A Level: GRI Checked” since the 2007 report. Thanks to the integration of the review by the external Stakeholder Panel, reporting for 2012 for the first time fulfills the GRI G3 guidelines for the “A+ Level: GRI Checked”. This corresponds to the highest degree of transparency as confirmed by GRI.

→ GRI Statement
Statement
GRI Application Level Check

GRI hereby states that Geberit AG has presented its report “Sustainability Performance Report for the financial year 2012” to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 18 February 2013

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

The “+” has been added to this Application Level because Geberit AG has submitted (part of) this report for external assurance. GRI accepts the reporter’s own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 18 February 2013. GRI explicitly excludes the statement being applied to any later changes to such material.
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1. Strategy and analysis

1.1 CEO statement

For the statement of Albert M. Baehny, Chief Executive Officer (CEO), see → www.geberit.com > Sustainability > CEO Statement

1.2 Key impacts, risks and opportunities with regard to sustainability

As the market leader in the sanitary industry, in terms of sustainability Geberit stands for conserving water, the efficient use of resources and green building, thus proving that long-term business success is compatible with environmentally friendly and socially responsible behavior. The company aims to be a role model and set standards for customers, suppliers and other partners. This includes water-saving, sustainable products; safe, environmentally friendly and resource-efficient production processes using an increasing share of renewable energies; procurement and logistics with high environmental and ethical standards as well as good working conditions and a high level of training for more than 6,100 employees worldwide. Among other things, the company's social responsibility takes the form of global social projects relating to the topic of water.

Sustainability means satisfying the needs of today's generation in a manner that will ensure a solid basis for the livelihoods of future generations. A study published in 2010 by SAM, a global asset management company focused on sustainable asset management, names four main reasons why water will increasingly become a central issue for the future: the increase in the world's population, antiquated or non-existent infrastructure for drinking water supply and wastewater disposal, increasing demands on water quality, and climate change leading to shifts in the water balance. These trends will influence the sanitary technology of tomorrow and make water-saving, resource-efficient products increasingly important – thus providing Geberit with an incentive to offer the highest standards of environmental friendliness, resource conservation and durability in its products.

The analysis of the → water footprint, that covers Geberit's entire value chain shows that nearly 100% of the water consumption is attributable to the use of Geberit products by customers. Water-saving solutions can therefore exert a major impact here: According to one model calculation, the entire dual-flush and flush-stop “fleet of cisterns” produced since 1998 has saved around 13,800 million cubic meters of water to date compared with traditional flushing systems. In 2012 alone, savings amounted to 1,850 million cubic meters of water. This is more than half as much as the annual consumption of all German households.

Green building is a particularly important trend for Geberit. European norms concerning green building are becoming increasingly significant and new standards such as EN 15804 are setting out the basic rules for Environmental Product Declarations (EPD) within the construction industry. Geberit issued the first Environmental Product Declaration for lavatory taps in 2012 and more are set to follow. Investors, project developers, owners and tenants are increasingly looking for service providers with holistic know-how regarding green building. This is opening up a future market with major potential in which Geberit is present with water and energy-saving, low-noise and durable products that meet sustainable construction standards. Geberit is well positioned as a leading system provider of sanitary solutions in green building and plays an active role in the relevant associations. The importance of the topic is also reflected in numerous green buildings in which Geberit products are installed.

For further information on key sustainability topics and objectives for the long-term development of Geberit, see → www.geberit.com > Sustainability > Sustainability Strategy
2. Organizational profile

2.1 Name of the organization
Geberit Group.

2.2 Brands, products and/or services
Geberit offers customers high-quality system solutions for applications in private residential construction and public buildings. The systems are used in both renovation projects and new buildings. A broad range of products is offered within the two product areas of Sanitary Systems and Piping Systems. This ranges from installation systems, cisterns and mechanisms, taps, flushing systems, waste fittings and traps to supply and building drainage systems.

For further information on the product range, see www.geberit.com > Products > Product Range.
For 2012 sales by product areas and product lines, see Business Report > Business and Financial Review > Sales.

2.3 Organizational structure
The operational management structure of Geberit is divided into the Group Divisions:
- CEO
- Sales Europe
- Sales International
- Products
- Finance

The assignment of clearly distinguished responsibilities minimizes the number of interfaces. The structure takes into account the increasing globalization and is designed to enhance further the effectiveness of the Geberit Group in a changed environment. For more details about the organizational structure, see Business Report > Management Structure.

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

2.5 Countries with business operations
Geberit has its own representatives in 41 countries. The products are sold in over 100 countries throughout the world. The company has 16 specialized production companies in seven different countries close to the most important sales markets and a central logistics center in Pfullendorf (DE).

For a list of the countries in which Geberit operates, see Financial Report > Consolidated Financial Statements Geberit Group > Notes > Note 34.

2.6 Ownership and legal form
Geberit AG, the parent company of the Geberit Group, is a stock corporation (AG) under Swiss law.

2.7 Markets served
In terms of market cultivation, Geberit relies on a three-stage distribution channel. The products are distributed via the wholesale trade. Dealerships then sell them to plumbers and present them at exhibitions and other venues where end customers can gain information. At the same time, Geberit provides plumbers and sanitary engineers with intensive support through training and advice, which in turn leads to increased demand for Geberit products from wholesalers. Since 2012 there has been a web shop for the direct procurement of Geberit AquaClean and Geberit Duo Fresh consumables.

For sales by markets and regions as well as by product areas and product lines, see Business Report > Business and Financial Review > Sales.

2.8 Scale of the reporting organization
The Geberit Group’s market capitalization reached CHF 7,819 million as of the end of 2012 (previous year CHF 7,212 million). The 2012 sales of CHF 2,188 million (previous year CHF 2,123 million) were achieved with products in the two product areas Sanitary Systems and Piping Systems. At the end of 2012, the Group had 6,134 employees (previous year 6,004 employees). For the consolidated balance sheet with details of current assets, non-current assets, equity and liabilities, see Financial Report > Consolidated Financial Statements Geberit Group.
2.9 Significant changes regarding size, structure or ownership

There were no significant changes to the Group structure in 2012 (see also 3.8).
For further information, see → Financial Report > Consolidated Financial Statements Geberit Group > Notes > Note 2.

2.10 Awards received

In 2012, Geberit was once again awarded numerous prizes. For a list of important prizes, see → www.geberit.com > Sustainability > Awards.
3. Report parameters

3.1 Reporting period
2012 reporting period; comparative figures from the previous year are generally shown.

3.2 Date of most recent previous report
Sustainability reporting for 2012 is fully integrated in the online Annual Report. Geberit published extensive magazine-like Sustainability Reports in 2004, 2007 and 2010. GRI reporting regarding all GRI guideline requirements at the Level A application stage has been published annually since 2007. The most recent report is available online; for reports from previous years, see www.geberit.com > Infocenter > Publications.

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

3.4 Contact point for questions regarding the report or its contents
Should you have any questions concerning sustainability at Geberit, please contact:

Roland Högger
Head of Environment and Sustainability
Geberit International AG
Schachenstrasse 77, CH-8645 Jona
Tel: +41 55 221 63 56, Fax: +41 55 221 67 47
sustainability@geberit.com

3.5 Process for defining report content
The “GRI Guidance for Defining Report Content” and related Principles have been implemented as extensively as possible. The basis for sustainability reporting is a materiality analysis for the identification of those aspects that are of significance for Geberit and its stakeholders. The concerns of the shareholders are addressed in the interactions and dialogs named under 4.16. All topics classed as significant and related measures are presented in compact form primarily within the Sustainability Strategy. The aspects of the 10 principles of the UN Global Compact which Geberit has committed itself to uphold and which are presented in the Communication on Progress UN Global Compact are also material. In terms of completeness, all of the company's economic, environmental or social effects that appear to be of relevance have been included in the reporting based on the GRI guidelines insofar as corresponding information was available.

As part of sustainability reporting on the 2012 financial year, Geberit for the first time initiated and consulted a panel of external stakeholders. The objective of the work performed by the external Stakeholder Panel was to review Geberit’s Sustainability Strategy and reporting and support further development. This involved analyzing whether the most important topics were included in sustainability reporting and whether the concerns of the stakeholders were taken into consideration. In particular, the panel examined the extent to which the principles of "inclusivity" (participation of stakeholders), "materiality" (relevance and significance to stakeholders) and "responsiveness" (response to stakeholder issues) were considered in the reporting. The results of the Stakeholder Panel are presented in the Panel statement. Some recommendations of the panel have already been included in the sustainability reporting and the updated Sustainability Strategy. Please also refer to the Response from Geberit to the Panel statement.

3.6 Boundary of the report
The report covers the entire Geberit Group (see 2.3, 2.4, 2.5 and 2.6). If only part of the company is meant as an example or due to the availability of data, this is clearly indicated.

3.7 Special limitations
There are no special limitations.

3.8 Joint ventures, subsidiaries, outsourced operations, etc.
There were no material changes in the Group structure during the period under review which significantly influence reporting.

3.9 Data measurement techniques and bases for calculations
The guidelines and assessment rules of the GRI G3 Standard were applied wherever the data situation permitted.
Environmental area:

- All relevant environmental and occupational safety data is recorded in a Group-wide software program newly implemented in 2012 and analyzed within the scope of the corporate eco-balance and energy master plan.
- The Swiss Ecological Scarcity Method (2006 version) is used as the assessment method for analyzing the environmental impact (see DMA-EN).
- The calculation of the relative environmental impact and relative CO₂ emissions is based on currency-adjusted sales. For prior-year and multi-year comparisons, currency-adjusted sales are applied with respect to the base year in question.
- The calculation of energy (see EN3 and EN4) and greenhouse gas data (see EN16) is based on the internationally recognized Ecoinvent database (Version 2.0) and the continental electricity mix for Europe, the US and China. The data covers the Scope 1 and 2 areas as well as Scope 3 to a certain extent as per the GHG Protocol (see The Greenhouse Gas Protocol (GHG) Initiative - A Corporate Accounting and Reporting Standard (Revised Edition, 2004) of the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD)). A separate life cycle assessment (LCA) was drawn up for the production and use of biogas in Pfullendorf (DE).
- The calculation of other air emissions (see EN19 and EN20) is now based on the Ecoinvent database (Version 2.2), the continental electricity mix for Europe, the US and China and also takes into account specific emission factors for diesel vehicles with particle filters. This entails deviations in the results compared with the previous year. "Direct emissions" comprise emissions from the burning of combustibles and fuels as well as the consumption of solvents. "Indirect emissions" comprise emissions from the production of electricity.
- Since 2010, data on the transport services (Intercompany and Distribution) of the most important transport service providers has been recorded by the new Logistics Center in Pfullendorf (DE), and the environmental impact calculated along the same lines as the corporate eco-balance. In addition to direct emissions (emissions at the tail pipe), the assessment also includes the provision of fuel, vehicles and infrastructure. The Ecoinvent database (Version 2.1) is used as the basis for the data. The system scope has been retained for the 2012 data (see EN29).
- Business flights were recorded and included in the assessment for the first time in 2012. The flight distances are calculated according to the respective departure and arrival airports. The CO₂ emissions comprise direct and indirect emissions and are based on the Ecoinvent database (Version 2.2).
- The water footprint that was newly created in 2012 and covers the entire value chain is a simplified balance sheet based on the Ecoinvent database (Version 2.1). All water flows contained in Ecoinvent except for turbine water were taken into account. The calculation includes water consumption for the provision of raw materials, production at Geberit, use of the manufactured products (WC cisterns, urinal flush controls and lavatory taps) during their entire service life, and disposal.
- The CO₂ footprint newly created in 2012 is based on the same assumptions as the water footprint. Emissions from logistics were additionally taken into consideration. In the usage phase, both water consumption (energy for water supply and the disposal of non-polluted waste water) and energy for the provision of warm water (lavatory taps) were taken into account.

Employees area:
Quantitative data on employees (see Employer Responsibility (LA)) is collected using a central management information system, with the indicators calculated in accordance with GRI standards. Data collection on occupational accidents and monitoring of the long-term objectives regarding occupational safety is now carried out using a Group-wide software program.

Additional qualitative data on the topics of attractive employer, conduct with integrity, fair business partner, environmental protection and product liability are collected in accordance with GRI standards by means of an annual binding survey at all Geberit Group companies.

3.10 Effects of any restatements of information provided in earlier reports

The annual sustainability reporting for the 2006 to 2012 financial years is based on the GRI G3 guidelines in force since October 2006. In this way, Geberit has developed a consistent reporting system in which individual indicators are further developed each year. If, in individual cases, a new measuring method is used then this is noted under the respective indicator or under 3.9.

3.11 Changes from previous reporting periods in scope, boundary or measurement methods

There were no significant changes during the reporting period with regard to scope, reporting limits or measuring methods. If, in individual cases, a new measuring method is used then this is noted under the respective indicator or under 3.9.

3.12 GRI Content index

This extensive Sustainability Performance Report is classified in accordance with the requirements of the GRI G3 guidelines and therefore serves simultaneously as a GRI content index.

3.13 External assurance for the report

As part of the sustainability reporting on the 2012 financial year, Geberit for the first time initiated and consulted a panel of external stakeholders in order to review the Sustainability Strategy and reporting. The results of the Stakeholder Panel are presented in the Panel statement. In the Response from Geberit to the Panel statement, Geberit deals in detail with the external assessment and the recommendations contained therein. The process fulfilled the requirements of the Global Reporting Initiative (GRI) for an external assurance procedure in order to achieve a GRI A+ Level as confirmed by GRI (see GRI Statement).
4. Governance, commitments and engagement

4.1 Governance structure, committees under the Board of Directors

The Board of Directors of Geberit AG consists of a maximum of seven members. The term of office for members is a maximum of three years, and the statutory retirement age is 70. Reelection is on an individual basis and is staggered. The Board of Directors has formed two committees. The Personnel Committee prepares proposals concerning human resources decisions, remuneration regulations and models as well as the annual remuneration of the Board of Directors and Group Executive Board, and submits these to the full Board of Directors. The Audit Committee is the overall supervision body for internal and external audits and monitors financial reporting.

For details of the organization of the Board of Directors in accordance with the “Organizational Regulations for the Board of Directors of Geberit AG”, see www.geberit.com > Investors > Corporate Governance > Board of Directors.

4.2 Separation of chair of Board of Directors and Executive Management

The Chief Executive Officer (CEO), Albert M. Baehny, has also been Chairman of the Board of Directors since 2011. For further information, see Business Report > Corporate Governance > Board of Directors.

4.3 Independent members of the Board of Directors

The Board of Directors consists of six members (five men and one woman), of whom only the Chairman, Albert M. Baehny, is simultaneously involved in operative management in his capacity as CEO. All of the committees formed by the Board of Directors are comprised exclusively of independent members. For further information, see Business Report > Corporate Governance > Board of Directors.

4.4 Mechanisms for shareholders and employees to address recommendations to the Board of Directors

For the participatory rights of the shareholders, see Business Report > Corporate Governance > Participatory Rights of the Shareholders. There is no employee representative on the Board of Directors. The employee representatives of the European sites meet regularly within the context of the Geberit Europe Forum 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.

4.5 Linkage between compensation for the highest bodies and the organization's performance

The remuneration of the independent members of the Board of Directors is paid in the form of shares and set out transparently in the Annual Report. These shares are blocked for two years. The Board of Directors receives a discount on the share price that is dependent on the success of the company; this discount corresponds to that of the employees within the scope of the employee participation plans.

For further information, see Business Report > Corporate Governance > Compensations, Shareholdings and Loans.

4.6 Processes in place for the Board of Directors to avoid conflicts of interest

The Organizational Regulations for the Board of Directors of Geberit AG and the Organization regulations of the Personnel Committee 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 members of the executive or governing bodies or related parties are subject to the principle of conclusion at conditions as with independent third parties.

Furthermore, the Geberit Group has no equity or voting cross-shareholdings with other companies.

4.7 Determining the qualifications of the Board of Directors with regard to sustainability issues

There are no formal procedures for determining the qualifications of members of the Board of Directors in environmental and social matters. For further information, see Business Report > Corporate Governance > Board of Directors > Election and Term of Office.

4.8 General principles and codes of conduct

Among the most important mission statements and principles are the following:

- Geberit Compass with the central ideals, see www.geberit.com > Company > Vision and Strategy.
4.9 Procedures of the Board of Directors for overseeing sustainability performance

Geberit’s longstanding success is based on the fact that, together with the Board of Directors, the Group Executive Board pursues a long-term perspective, thus enabling the company to demonstrate its performance clearly in areas also including environmental protection and sustainability. The Sustainability Strategy is examined and approved by the Group Executive Board and Board of Directors. Results and the achievement of objectives are submitted to the Group Executive Board and Board of Directors for verification at least once annually. This also comprises the Communication on Progress UN Global Compact and the Geberit Compliance Report, including the audit results with respect to the Code of Conduct.

The way in which the topic of sustainability is approached has been regularly reviewed within the company. For around 20 years, Geberit has had an Environment/Sustainability department, which has been reporting directly to the CEO for the past eight years. In recent years, this department has coordinated the further development of the Sustainability Strategy and related activities, although the responsibility for planning and implementation lies with the individual areas themselves.

4.10 Processes for evaluation of the sustainability performance of the Board of Directors

There is no formal procedure for assessing the performance of the Board of Directors from an integrated sustainability perspective. For the procedure for remuneration of members of the Board of Directors, see Business Report > Corporate Governance > Compensations, Shareholdings and Loans.

4.11 Precautionary approach

The precautionary principle plays an important role for Geberit as a production company. This is defined in the Geberit Code of Conduct and reflected in the integrated Geberit management system (quality, environment, safety). In operations it is implemented by means of preventive approaches for environmental protection, occupational safety and quality assurance; see combined Group certificate for quality and environment in accordance with ISO 9001 and ISO 14001. In line with the “best-in-class” approach, ambitious long-term goals were drawn up at the end of 2012. For example, by the year 2020 the aim is to reduce absolute CO₂ emissions by 20% compared with the base year 2000 (based on organic growth) and to halve accident rates compared with 2010.

An extensive system for the control and management of all risks involved in business activities is in place throughout the Group. The internal control system (ICS) for Geberit’s financial reporting defines control measures which reduce the respective risks. For further information, see Financial Report > Consolidated Financial Statements Geberit Group > Notes > Note 4.

4.12 External agreements and initiatives

Geberit has been a formal member of the UN Global Compact since October 2008 and was a founding member of the local Swiss network in 2011. The company has been a member of the Transparency International organization since June 2000 and supports its objectives for combating corruption. Through the voluntary application, introduced in 2007, of the G3 Guidelines of the Global Reporting Initiative (GRI) in the Sustainability Report and GRI Report, Geberit makes an active contribution towards ensuring transparency and comparability in sustainability reporting. Furthermore, the company became a member of the non-profit organization “Swiss Water Partnership” in 2012. The goal of this platform is to bring together all those involved in the topic of water supply (from the academic, business, public and private spheres) in order to address future challenges in this area jointly. This partnership also aims to promote international dialog on water.

4.13 Membership in associations and organizations

Geberit is involved in various associations and organizations that make a contribution toward sustainability. In addition, various Geberit companies are members of national associations on topics such as environmentally-friendly production, energy, waste management and employee protection. For major commitments, see www.geberit.com > Sustainability > UN Global Compact and Memberships.

4.14 Relevant stakeholder groups

Significant stakeholder groups for Geberit are customers, shareholders and analysts, banks, the media, employees, trade unions, neighbors and municipalities, suppliers, transport companies, competitors, associations, non-government organizations and the general public, governments and regulators, and research institutes. Details of stakeholder engagement can be found under 4.16.

4.15 Basis for selection of stakeholders

Systematic dialog with stakeholders helps Geberit to identify possible conflict issues and opportunities for further development and to respond to these in good time. At the national and international levels, the Geberit Group and the Group companies maintain relations with organizations and institutions in the respective countries that direct requests and suggestions to the company. The stakeholders listed under 4.14 have been identified as important for systematic stakeholder dialog as they fulfill 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.
4.16 Approaches to stakeholder engagement

As part of sustainability reporting on the 2012 business year, Geberit for the first time initiated and consulted a panel of external stakeholders. The objective of the work performed by the external Stakeholder Panel was to review Geberit’s Sustainability Strategy and sustainability reporting. This involved analyzing whether the most important topics were included in sustainability reporting and whether the concerns of the stakeholders were taken into consideration. The results of the Stakeholder Panel are presented in the Panel statement. In the Response from Geberit to the Panel statement, Geberit deals in detail with the external statement and the recommendations contained therein.

A stakeholder analysis is performed at all production companies as part of environmental management in accordance with ISO 14001. Requirements are recorded situationally in stakeholder dialogs. Based on this information, Geberit identifies potential for conflict or opportunities and essentially pursues a cooperative approach in order to discuss and further develop possible measures with the stakeholders concerned.

Engagement of stakeholders according to stakeholder group and type:

Customers:
- Customer contacts: Around 500 technical advisors working in the field are in daily contact with plumbers, planners and architects in particular.
- Training: During the reporting year, around 30,000 customers were provided with basic and further training in Geberit systems and software tools at the 25 information centers in Europe and overseas.
- Two major European customers, Saint Gobain (FR) and GC Group (DE), made use of Geberit’s best practice experience in the areas of eco-design and sustainability for their internal training in 2012.
- Trade fairs and customer surveys: see Business Report > Business and Financial Review > Customers

Shareholders, analysts:
- Participatory rights of shareholders, see Business Report > Corporate Governance > Participatory Rights of the Shareholders
- Regular conference calls, bilateral meetings, conferences and roadshows by the CEO, CFO and Head Corporate Communications & Investor Relations

Media:
- Regular conference calls, bilateral meetings/interviews with the relevant media for Geberit
- Sustainability issues and in particular the proof of performance and role model status of Geberit in this area are playing an increasingly important role in Geberit’s media relations

Employees:
- Geberit Europe Forum: Regular meetings of the employee representatives of the European sites with a member of the Group Executive Board and the Head Corporate Human Resources
- Training and feedback opportunities on topics regarding the Code of Conduct, see SO3
- Group-wide employee survey carried out in 2011, see Business Report > Business and Financial Review > Employees
- Introduction of Group-wide “Geberit Integrity Line” from January 2013 enabling all employees worldwide to report internal incidents anonymously.

Neighbors, municipalities:
- Consultation with and inclusion of the neighbors of production plants in larger construction projects
- Open days at various production sites

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, both on-site and within the context of audits (quality, environment, safety) provide additional points of reference for collaboration
- On-site audits carried out by Geberit and since 2012 by certified third-party specialists
- Compilation of an ambitious 10-point paper as a guideline for the sustainable generation of biogas at the block heating station at the plant in Pfullendorf (DE) together with the producers and the German environmental organization BUND

For further information, see HR2

Transport companies:
- Discussions with transport service providers concerning the implementation of environmental monitoring, see EN29
- Joint conducting with vehicle manufacturer of a feasibility study on the deployment of natural gas-powered trucks

Associations:
- Involvement in the associations listed under 4.13 with participation in corresponding management bodies and programs at least once a year, generally more frequently

Non-government organizations, general public:
- Mike Horn Pangaea expedition and the Swiss development organization Helvetas: see Business Report > Business and Financial Review > Social Engagement
- New partnership with the Swiss WaterKiosk Foundation

Feedback from stakeholder dialogs is incorporated into the Sustainability Strategy and associated measures.
4.17 Response to and dealing with key topics and concerns of stakeholders

The topics introduced by the external Stakeholder Panel have been integrated into the updated Sustainability Strategy and reporting by Geberit; see Panel statement and the Response from Geberit to the Panel statement.

Examples of important topics that were introduced by stakeholders and have been implemented by Geberit include:

- Water footprint, covering Geberit's entire value chain.
- Reduction in the paper consumption entailed by user manuals on the basis of customer feedback: see EN26.
5. Economy (EC)

DMA-EC Management approach economy

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 (aspects economic performance, market presence, indirect economic effects).

A clear business strategy and its consistent implementation are crucial for sustainable success. The focused, tried-and-tested strategy rests on four strategic pillars:

1. Focus on sanitary technology
2. Commitment to innovation
3. Selective geographic expansion
4. Continuous optimization of business processes

For more detailed explanations of the four strategic pillars, see www.geberit.com > Company > Vision and Strategy.

For a discussion of the economic position of the Geberit Group, see Business Report > Business and Financial Review.

EC1 Economic performance

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

Direct Economic Value Added
Sales and operating profit, see Financial Report > Consolidated Financial Statements Geberit Group > Income Statements.

Economic Values Passed On
- Operating expenses excl. personnel expenses, see Financial Report > Consolidated Financial Statements Geberit Group > Income Statements.
- Personnel expenses, see Key Figures Sustainability > Employees and Society.
- Payments to providers of capital, see Financial Report > Consolidated Financial Statements Geberit Group > Consolidated Statements of Cashflows.
- Social engagement, see EC8.

Retained Economic Values
- Investments in and divestments of property, plant and equipment, see Financial Report > Consolidated Financial Statements Geberit Group > Consolidated Statements of Cashflows.
- Share buyback, see Financial Report > Consolidated Financial Statements Geberit Group > Notes > Note 22.

EC2 Financial implications of climate change

Climate change is influencing the availability of water resources throughout the world. Water is more valuable than ever before. A study published in 2010 by SAM, a global asset management company focused on sustainable asset management, names four main reasons why water will increasingly become a central issue for the future: the increase in the world's population, an antiquated or non-existent infrastructure for drinking water supply and wastewater disposal, increasing demands on water quality, and climate change leading to shifts in the water balance. These trends will determine the sanitary technologies of the future. Water-saving, resource-efficient products will become increasingly important. Geberit is taking advantage of the opportunity to meet the growing worldwide demand for water-saving products and to contribute towards the diligent handling of water, thus making a name for itself as a leader in sustainability. Products classified as special water-saving products already make a substantial contribution to Group sales Business Report > Business and Financial Review > Sustainability.

Compared to this relatively big opportunity, Geberit is exposed to an average risk of natural disasters triggered by climate change which can fundamentally affect production areas or transport areas. None of the production sites is particularly at risk in this respect. As Geberit does not operate in the classically energy-intensive industries, there are currently no special CO₂ regulations such as statutory emission limitations, etc. On the other hand, Geberit is indirectly affected by higher energy or raw materials prices and by generally increasing requirements in terms of energy management. With its internal energy master plan and the measures related to its CO₂ strategy (see EN18) Geberit is reacting proactively and is working continuously on saving energy, improving its energy efficiency and reducing its CO₂ emissions. In this way, the company is saving on energy costs and reducing the risks associated with CO₂ emissions.

As far as corporate risks are concerned, the Audit Committee of the Board of Directors introduced a comprehensive system for the monitoring and management of the risks associated with the company's business activities, including the risk category CO₂ emissions, see Financial Report > Consolidated Financial Statements Geberit Group > Notes > Note 4.

There is no systematic, data-supported analysis of the financial consequences of climate change for Geberit.
EC3 Scope of the organization’s defined benefit plan obligations

The Geberit Group sponsors defined benefit plans for its employees in Switzerland, Germany, Austria and the US. For more information, see → Financial Report > Consolidated Financial Statements Geberit Group > Notes > Note 3 > Retirement Benefit Plans.

EC4 Significant financial assistance received from government

Significant assistance received from the public sector includes:

- For information on income taxes, see → Financial Report > Consolidated Financial Statements Geberit Group > Notes > Note 27.
- Because of new investments to promote the respective business location and secure jobs, Geberit received government investment subsidies totaling approximately CHF 1.7 million in the reporting year (Switzerland: CHF 0.7 million, Germany: CHF 1.0 million).
- Contributions received to support training and part-time employment prior to retirement amounted to CHF 0.6 million (Germany: CHF 0.4 million, Austria: CHF 0.2 million).

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

EC5 Ratio of standard entry-level wage compared to local minimum wage

Geberit pays market-rate wages, taking into account local circumstances and laws. When selecting employees and determining their assignment in the company, Geberit attaches great importance to qualifications appropriate to the task description. Nowhere in the world are employees hired at minimum wage.

This information partially covers the requirements of the GRI indicator.

EC6 Selection of locally based suppliers

Geberit pursues a procurement policy that focuses on low costs, safety and independence. Before a collaboration agreement can be concluded, a multiple-stage risk analysis and assessment including environmental and social risks is carried out for every new supplier (see also → HR2). Taking account of all aspects relevant to purchasing (guidelines in the Geberit Group's purchasing manual), there are no directives concerning preferential treatment of local suppliers, especially from certain countries. However, Geberit supports regional organizations for disabled persons and the long-term unemployed (see → EC8).

EC7 Procedures for local hiring

Geberit has no personnel policy or employment practices providing for the preferential treatment of persons from local vicinities in connection with the hiring of members of management boards for the respective country organizations.

EC8 Investments in infrastructure and services primarily for public benefit

Donations and financial contributions, including product donations, totaling CHF 2.7 million (previous year CHF 2.7 million) were made during the reporting year. In addition, Geberit employees contributed approximately 2,335 hours of charitable work as part of social projects (previous year 2,390 hours). Geberit also supports facilities for disabled persons and the long-term unemployed, where simple installation and packaging work for a total amount of around CHF 4.8 million was carried out in 2012 (previous year CHF 3.5 million). See also → Key Figures Sustainability > Employees and Society.

As defined in its vision, Geberit wants to make a sustainable contribution to improving the quality of life of people. To this end, various social projects are supported on site with products, know-how and financial contributions. Care is taken to ensure that the topic of water plays a central role and that the projects exhibit a substantial relationship to Geberit's core competencies and corporate culture. The focus was on the following projects and partnerships in 2012:

- Execution of a → social project in Port Elizabeth in South Africa: Renovation of sanitary facilities at a primary school with 850 children
- Conclusion of a partnership with Mike Horn and his Pangaea project
- Continuation of the partnership with Helvetas to provide clean drinking water for one million people (this target was reached early in 2012, ahead of schedule)
- New partnership with the Swiss WaterKiosk Foundation to clean polluted drinking water using a solar pasteurization process

For more information, see → Business Report > Business and Financial Review > Social Engagement.

EC9 Indirect economic impacts

There is no systematic, data-supported analysis concerning indirect economic impacts. Geberit nevertheless pursues a long-term approach in dealings with its customers and stakeholders, thereby making a significant contribution to their economic development.

Geberit sets important trends for the sanitary industry: With innovation and new products that are sold and implemented worldwide by wholesalers, plumbers and planners and make a contribution to economic development. This is supplemented by providing training, advice and intensive support to plumbers and planners, see → Business Report > Business and Financial Review > Customers.
Geberit uses its know-how to set industry-wide standards for water conservation and the relief of water and waste water systems. 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 piping system is ensured even with lower quantities of waste water. Geberit also supported the launch of WELL (Water Efficiency Label), a product classification system for water-saving and resource-efficient sanitary products that was introduced in 2011.

Also to be emphasized are the economic impacts on suppliers, transport companies and the local economic regions of the production sites. The Group’s cost of materials in 2012 was CHF 590.7 million (previous year CHF 587.9 million). Geberit has relations with a total of more than 1,200 suppliers. The company does not have its own transport fleet and contracts external transport companies for logistics services. Geberit places its faith in its 16 production companies in Europe, China and the US as well as in its Logistics Center in Pfullendorf (DE), in which it continuously invests.

This information partially covers the requirements of the GRI indicator.
6. Ecology (EN)

DMA-EN Management approach ecology

Geberit has long stood for a high level of environmental awareness and been committed to environmentally friendly, resource-efficient production as well as the development of water-saving and sustainable products. Environmental criteria are considered in all decision-making processes. In addition, processes are continuously being optimized 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.

Systematic, Group-wide environmental management takes center stage. This is the remit of the central Environment and Sustainability department that reports directly to the CEO. Guidelines and measures pertaining to all aspects of the GRI environmental guidelines are coordinated here. Since 1992, a network of environmental managers has been practicing active environmental protection at the production plants, thus ensuring that the measures are implemented worldwide. For objectives and measures for production, see www.geberit.com > Sustainability > Sustainability Strategy.

Since the beginning of 2007 Geberit has had a combined Group certificate for quality and environment in accordance with ISO 9001 and ISO 14001, which by now covers all production locations and logistics services. This certificate was renewed for another three years in 2012. The persons in charge at all locations meet at least once every year to exchange experiences and share best practice. The most recent meeting took place in September 2012.

The preparation of an annual corporate eco-balance has been an integral part of Geberit’s environmental strategy since 1991. The corporate eco-balance covers all 16 production plants worldwide, the Logistics Center in Pfullendorf (DE) and the eight largest sales companies. The corporate eco-balance enables an overall assessment of the environmental impact and its largest contributing factors. This makes it possible to calculate the total environmental impact of the Geberit Group in terms of eco-points and monitor the implementation of the environmental targets. Key figures for environmental impact, energy consumption and the CO₂ emissions triggered by the transport of Geberit products are reported separately. The CO₂ emissions generated by air travel were also recorded for the first time. To improve the systematic data collection, new Group software for the corporate eco-balance, energy master plan and occupational safety was introduced in 2012.

The absolute environmental impact for the Group declined by 5.1% in the reporting year (previous year increase of 0.4%). This is explained by improved electricity efficiency, a substantial increase in the share of green electricity, and the first-time use of biogas to replace natural gas. Sales after currency adjustment grew by 4.5% in the same period. The relative environmental impact with respect to sales (currency-adjusted) improved by 9.3% and considerably exceeded the target figure of 5%.

Detailed key figures on the environmental impact are provided at Key Figures Sustainability > Environment.

EN1 Materials used

The most important materials for production are plastics, metals, semi-finished and finished products. A total of 177,762 metric tons of materials were used in 2012 (previous year 173,120 metric tons). Detailed key figures on the use of materials can be found at Key Figures Sustainability > Environment.

For packaging materials used, see EN27.

EN2 Percentage of recycled material

When estimating the share of recycled material in production, a distinction is made between external and internal sources of raw materials for reasons of expediency.

External sources:
The share of recycled metals purchased are relatively high. The data is based on Geberit’s product life cycle assessments for supply pipes for buildings (2009). Extrapolated, the raw material metal purchased contains around 54% or 24,000 metric tons of recycled material.

Internal sources:
In terms of the raw material plastic, material to be recycled is generated primarily internally and is ground on site or via a decentralized mill and fed back into the process. The proportion fluctuates depending on the manufacturing process. For blow molding it is around 35%, for fitting injection molding around 15%, depending on product class, and for pipe extrusion around 3%.

EN3 Direct energy consumption

Geberit generally uses energy purchased externally. The direct energy carriers (Scope 1) include heating oil extra light, natural gas and the fuels diesel and gasoline. Since 2012, a new block heating station has been in use in Pfullendorf (DE). This plant was fed by 9.4 GWh of regionally produced biogas. The electricity generated by the plant (3.5 GWh) is fed into the transmission grid and the resulting heat (4.1 GWh) can be used in production, thereby substantially reducing the use of natural gas. The efficiency of the plant is 81%. Consumption of natural gas was reduced by 11.1% (previous year reduction of 9.9%) and heating oil consumption was reduced by 39.9% (previous year reduction of 61.9%). Fuel consumption increased slightly by 3.5% (previous year reduction of 0.8%).

For detailed key figures on energy consumption, see Key Figures Sustainability > Environment.
EN4 Indirect energy consumption

At Geberit, only electricity consumption is significant for indirect energy consumption (Scope 2), and it simultaneously represents the greatest environmental impact. The share of green electricity was increased by 7 GWh to just under 20 GWh in 2012 and now accounts for 18% of total electricity consumption.

Since 2012 the Group for the first time also generated 3.5 GWh of electricity in a block heating station powered by regional biogas in Pfullendorf (DE). This electricity was fed into the transmission grid.

In terms of end energy, electricity consumption declined by 0.7% in spite of higher production (previous year increase of 5.0%).

For detailed key figures on electricity consumption and the electricity mix, see Key Figures Sustainability > Environment.

ENS Energy saved

In addition to the insulation of buildings, important energy saving measures include the continuous modernization of the machine fleet, increasing the efficiency of production installations, the optimization of cooling plants through the use of natural ambient cold (free cooling), improved use of waste heat (heat recovery) as well as the careful use of compressed air. Numerous technical measures resulted in noticeable efficiency gains: The number of injection molding machines retrofitted or purchased new with energy-efficient drive technology was increased from 28 to 74 in 2012. A new powder coating plant was commissioned in Lichtenstein (DE) in mid-2012, which allowed the company to substantially increase its productivity and reduce the energy consumption per manufactured item by around 40% while at the same time reducing the use of hazardous materials.

Although no quantitative summarized breakdown of energy savings according to measure implemented is available, systematic energy management has been expanded further. The plan is to certify selected production plants to ISO 50001 (energy management) for the first time in 2013/2014.

By carefully planning new buildings, the company is also investing in the energy-efficient infrastructure of the future. Measures include the preparation of a comprehensive energy strategy for the new production plant in Slovenia as well as the use of rainwater, external shading and optimized ventilation and cooling at the new production plant in India.

This information partially covers the requirements of the GRI indicator.

EN6 Energy-efficient products

The biggest environmental contribution by the Geberit products lies in the conservation of water, which indirectly also saves on energy. The creation of the infrastructure for drinking water supply and waste water disposal, the conveyance, processing and distribution of water and the subsequent purification of the waste water in a wastewater treatment plant also consume resources and energy. According to the EcoInvent database (Version 2.1), 9.3 MJ of energy are required per cubic meter of water and 0.61 kg of CO₂ emissions are released (reference values for Europe). The water footprint prepared for the first time in 2012 covers the entire value chain and shows that almost 100% of water consumption occurs during the usage of the products. The picture is similar for the CO₂ emissions: Around 67% of the total CO₂ footprint occurs during usage.

The total water savings achieved by Geberit products in use throughout the world are impressive: According to one model calculation, the entire dual-flush and flush-stop «fleet of cisterns» produced since 1998 has saved around 13,800 million cubic meters of water to date in comparison with traditional flushing systems. In 2012 alone, the water saved amounted to 1,850 million cubic meters.

Direct energy savings are implemented thanks to systematically improved energy efficiency. Current examples include:

- With the electronic lavatory taps type 185 and 186, the company has for several years been offering environmentally friendly products for public facilities that reduce water consumption. The taps, which were awarded the top A category by the WELL water efficiency label, ensure economical water-saving consumption thanks to their control electronics. Since spring 2012, a new generator unit has been using the energy of the flowing tap water to generate the required electricity, thus making electronic taps independent of mains current or batteries. For more information, see Business Report > Business and Financial Review > Innovation.
- The Geberit DuoFresh product, which was introduced on the market in March 2011, is a simple, effective and environmentally friendly solution for eliminating toilet odors thoroughly: Using odor extraction consumes about 20 times less energy than the traditional practice of airing the bathroom by leaving a window ajar for ten minutes.
- With its simple, modern lines and wealth of innovative technology, the new Geberit AquaClean Sela shower toilet is a compelling product offering a high level of convenience. The shower function, which uses aerated water for cleaning, is the main feature of the new shower toilet. This not only gives a pleasant feeling of cleanliness, but also reduces energy consumption. For more information, see Business Report > Business and Financial Review > Innovation.

EN7 Reduction of indirect energy consumption

- Raw materials: The eco-design workshop in product development generally pursues the approach of using as few materials as possible (see EN6 and EN26). No quantitative analyses on the resulting energy savings are available.
- Logistics: For information on the reduction of energy consumption, see EN29.
- Business trips: Travel using company vehicles is covered in EN3. As part of the CO₂ strategy, an ambitious fuel reduction plan for new vehicles has been defined. The emissions caused by business trips by air travel were also captured and calculated for the first time in 2012 (for both these figures, see EN18).

This information partially covers the requirements of the GRI indicator.
EN8 Water consumption

The → water footprint, that covers the entire value chain of Geberit 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 0.01% of water consumption. Geberit nevertheless serves as a role model with respect to its internal water consumption in the development and manufacture of its products and goes to great lengths to optimize its processes further every year.

Geberit uses mainly fresh water from the public water system and some well and rainwater. Thanks to targeted savings measures, the consumption of fresh and well water has been reduced by more than 35% since 2006 and is now leveling out at a low level. Consumption increased by 5.1% in 2012. Water consumption per sales (currency-adjusted) has declined by 50% since 2006, confirming that Geberit is on track to meet its long-term target of reducing consumption by 5% per year.

Key figures concerning water consumption by source can be found at → Key Figures Sustainability > Environment.

EN9 Water sources significantly affected by withdrawal of water

Geberit production plants’ water consumption does not place a considerable burden on water sources as defined in the GRI guidelines.

EN10 Water recycling

Throughout the Group, two processes are responsible for much of the water requirements:

1. During the production of multilayer pipes in Givisiez (CH), the pipes are cross-linked in autoclaves. A total of 29,900 m³ of water was used for this purpose in 2012. Around 28% or 8,250 m³ of this is fresh water; the remaining 72% was recycled internally.
2. Newly developed products are tested at the Geberit sanitary laboratory in Jona (CH). The tests require some 130,400 m³ of water annually. Only about 3% or 3,800 m³ is fresh water. The remaining 97% is used in a closed-circuit system. Based on these two processes, the estimated proportion of recycled water in the Geberit Group is almost 60%.

EN11 Parcels in biodiversity reserves

This indicator is not relevant to Geberit. The typical activities at Geberit’s production sites and the company’s products and services do not endanger any sanctuaries or areas of significant biodiversity.

EN12 Impact on biodiversity in protected areas

This indicator is not relevant to Geberit. The typical activities at Geberit’s production sites and the company’s products and services do not endanger any sanctuaries or areas of significant biodiversity.

EN13 Protected or restored natural habitats

This indicator is not relevant to Geberit. The typical activities at Geberit production sites and the company’s products and services do not endanger any natural habitats or areas of significant biodiversity.

EN14 Management of impact on biodiversity

This indicator is not relevant to Geberit. The typical activities at Geberit’s production sites and the company’s products and services do not endanger any sanctuaries or areas of significant biodiversity.

EN15 Influence on IUCN Red List species

This indicator is not relevant to Geberit. The typical activities at Geberit production sites and the company’s products and services do not endanger any sanctuaries, areas of significant biodiversity or species on the IUCN Red List.

EN16 Direct and indirect greenhouse gas emissions

Like the water footprint, the CO₂ footprint was calculated for the first time in 2012. The CO₂ footprint covers the entire value chain – from the provision of raw materials, the manufacturing of products at Geberit, logistics and use, right through to disposal. An analysis of the CO₂ footprint revealed that product use (67%) and the provision of raw materials (20%) are by far the largest sources of CO₂ emissions. During product use, the provision of water, treatment of waste water and generation of hot water play a central role. Manufacture of the products by Geberit accounts for only 3% of the total CO₂ emissions. In a relative comparison, the transport (1%) and disposal (8%) of the products also cause fewer emissions.

CO₂ emissions are calculated as part of the annual preparation of the corporate eco-balance. The six leading substances as per the Kyoto Protocol (CO₂ fossil, CH₄, N₂O, HFC, PFC and SF₆) were used for the greenhouse gas emissions and shown as a sum parameter (CO₂ equivalents or simply CO₂). The calculation includes both direct emissions (Scope 1) from the burning of combustibles and fuels (see → EN3) and indirect emissions (Scope 2) resulting from electricity consumption (see → EN4). The emissions from the preparation of combustibles and fuels in the upstream chain (Scope 3) are included in the cumulative value (see → EN17).

Key figures on the CO₂ emissions are available at → Key Figures Sustainability > Environment.
In absolute terms, CO₂ emissions (Scopes 1 and 2) decreased by 6.6% to 71,853 metric tons in 2012 (previous year 76,903 metric tons). If one relates these emissions to sales (currency-adjusted), there is an improvement of 10.6%. At 77%, electricity consumption is by far the largest source of CO₂, followed by combustibles and fuels. Just the purchase of almost 20 GWh of green electricity in Pfullendorf (DE), Daishan (CN), Givisiez (CH) and Weilheim (DE) reduces the CO₂ emissions by more than 12,400 metric tons.

**EN17 Other relevant greenhouse gas emissions**

Other relevant greenhouse gas emissions (Scope 3) result from:

- The provision of combustibles and fuels (see EN16) which accounted for some 1,900 metric tons of combustibles and 2,200 metric tons of fuels in 2012.
- The raw materials used and the «gray energy» purchased along with them. This is estimated for the eco-balance, and amounted to around 10,470 TJ in 2012 (previous year 10,000 TJ) and caused around 476,000 metric tons of CO₂ emissions (previous year 460,000 metric tons).
- Logistics (see EN28), which caused 26,883 metric tons of CO₂ emissions in 2012 (previous year 25,501 metric tons).
- Business travel by air, which was captured for the first time in 2012 and was responsible for 603 metric tons of CO₂ emissions.

**EN18 Initiatives to reduce greenhouse gas emissions**

Under the established CO₂ strategy the CO₂ emissions per sales (currency-adjusted) should be reduced by 5% per year on average between 2006 and 2015. With an improvement in this key figure of 10.6%, Geberit far outstripped this annual target in 2012 and is well on track with its strategy. (see EN16). In line with the “best-in-class» approach, ambitious long-term goals were drawn up at the end of 2012. Based on organic growth, CO₂ emissions should be reduced by 20% by 2020 compared with the base year 2000, in line with the EU target values. In addition, the share of combustibles from renewable sources should be increased to 25% and the share of electricity from renewable sources to 60% by 2020.

The measures for implementing the CO₂ strategy are based on the three pillars “energy saving”, “increased energy efficiency” and the “targeted expansion of the share of renewable energy carriers”. An energy master plan is being implemented in the largest plants to manage and plan energy consumption. This provides a forward-thinking illustration of the development of energy consumption and CO₂ emissions. In Switzerland, Geberit works with the Business Energy Agency and has also obtained corresponding CO₂ certificates.

In 2012, another 2 GWh of certified green electricity was purchased by the largest production plant in Pfullendorf (DE), bringing the total for green electricity to 12 GWh. The plan is to increase this by another 2 GWh in 2013. The Daishan (CN) plant purchased around 3 GWh of wind energy in the reporting year, which accounted for around 60% of the plant’s total energy consumption. The plant in Givisiez (CH) converted to 100% green electricity and purchased approximately 4 GWh of green electricity in 2012. In 2012, green electricity accounted for 18% of total electricity consumption.

The share of renewable energies when it comes to combustibles is also being increased gradually. An important milestone was reached in 2012 with the commissioning of the block heating station in Pfullendorf (DE), which was fed by 9.4 GWh of regionally generated biogas. This already brought the share of renewable energies for combustibles to 20% in 2012.

The efficiency of the in-house fleet of vehicles is enhanced with a consistent purchasing policy. Since early 2008, binding guidelines have applied for the purchase of new vehicles with the goal of reducing consumption by 10% every three years until 2012. From 2013 this fuel reduction plan for new vehicles will be increased to 5% per year to reach an emission value of 100g CO₂/km by 2020 as targeted by the EU. At the same time, emission-reducing measures are being implemented. Currently 99% of all Geberit diesel vehicles have particle filters.

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

All targets and measures for improving the CO₂ balance sheet are disclosed in detail as part of the company’s participation in the Carbon Disclosure Project (CDP).

**EN19 Ozone-depleting substances**

Emissions of ozone-depleting substances, measured in CFC11 equivalents, can be calculated based on the Geberit Group’s corporate eco-balance. The calculation includes both direct emissions from the burning of combustibles and fuels and process emissions (solvents) as well as indirect emissions resulting from electricity consumption.

Key figures on ozone-depleting substances can be found at Key Figures Sustainability > Environment. The marked increase at a very low level is due to the increase in coolant losses.

**EN20 NOₓ, SOₓ and other air emissions**

Emissions of NOₓ, SOₓ, NMVOC (non-methane VOC) and dust (PM10) can be calculated on the basis of the Geberit Group’s eco-balance. The calculation includes both direct emissions from the burning of combustibles and fuels and process emissions (solvents) as well as indirect emissions resulting from electricity consumption.

Key figures on these emissions are available at Key Figures Sustainability > Environment.
EN21 Total water discharge

Geberit does not engage in the unplanned discharge of water. All resulting domestic waste water and all process waste water is treated. In 2012, 114,932 m³ of waste water was generated (previous year 103,308 m³ of waste water). Of this, 65% is domestic waste water that passes into the communal wastewater treatment plant (previous year 64%), and 12% (previous year 5%) is domestic waste water that is pretreated and fed into drainage ditches. The remaining 23% (previous year 31%) is waste water that is pretreated and fed to a communal wastewater treatment plant. Waste water is not directly reused by third-party companies.

Key figures on waste water can be found at → Key Figures Sustainability > Environment.

EN22 Waste

In 2012, the total waste was 12,185 metric tons (previous year 11,516 metric tons). Of this, 85% was channeled to recycling processes (previous year 84%). The measures focused above all on the further separation of waste and the reduction in mixed waste and hazardous waste. The following examples show that considerable progress was made in the past few years: In Weilheim (DE), the manufacturing waste was reduced by 80% in five years, mainly through the use of a new foaming plant. This pioneer project was tested and implemented in several stages. Central aspects include the use of rainwater for cleaning, which is then added to the foaming process as process water, and optimized cleaning cycles to prevent residues in the plant.

Key figures concerning waste by category are provided at → Key Figures Sustainability > Environment.

EN23 Significant spills of chemicals

There were no significant spills of chemicals in the reporting period.

EN24 Transport of hazardous waste

In 2012, approximately 179 metric tons of hazardous waste (previous year 203 metric tons) were disposed of by incineration and 1,199 metric tons (previous year 1,180 metric tons) were recycled. At Geberit, all waste is disposed of and recycled by licensed disposal companies.

This information partially covers the requirements of the GRI indicator.

EN25 Effects of water discharges on bodies of water

This indicator is not relevant to Geberit as no bodies of water are affected by significant water discharge from Geberit facilities as defined in the GRI guidelines.

EN26 Mitigation of environmental impact of products

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 minimized and a high level of resource efficiency is targeted for the production process as well as the product itself. Eco-design workshops, in which different disciplines cooperate and ensure that every new product exceeds its predecessor in environmental aspects, are an integral part of the early development phase. Specially created product life cycle assessments are important decision-making tools and provide arguments for the use of resource-conserving products in building projects. Detailed life cycle assessments have already been prepared for the following products: Drainage and supply pipes, AquaClean 8000plus, electronic lavatory taps 185/186, concealed cisterns and urinal flush control. An Environmental Product Declaration (EPD) was prepared in accordance with the EN 15804 European standard for the first time. The new EPD for lavatory taps provides relevant, comparable and verified information on the product's environmental performance. Environmental Product Declarations for other products are in the pipeline and support the visible positioning of the company as a provider of system solutions for sustainable construction.

Examples from the product range that help to reduce the environmental impact:

- Since 2011, a new technological solution has been deployed to simplify the conversion of the large flush volume on nearly all concealed cisterns from 6 or 9 liters to 4.5 liters. The gradual conversion of the product range is creating great potential for even more water conservation.

- The new WELL water efficiency label, which was introduced by the European umbrella organization for valve manufacturers (EUnited) in 2011 and which determines the water efficiency of products in line with the European energy label, provides more transparency in the area of water conservation (see also → PR3). In 2012, eight Geberit product groups (comprising over 330 sales products) already bore the WELL label, seven of which are represented in the top A class and one in the B class. These also include the Sigma 12cm concealed cistern, which is one of the most important products in Geberit's product range. The eight classified product groups accounted for almost 20% of Group sales.

Advances in the reduction of the environmental impact were not only made at product level, but also with regard to product information. From 2013, the user manuals for the shower toilet will only be provided to the main markets in five instead of 22 languages. This change, which was initiated by environmentally conscious customers, is very effective, as it reduces paper consumption by some 19 metric tons per year.

EN27 Reclaimed packaging material

On the basis of an internal survey at the sites, the following estimations can be made: On the product side, approximately 7 metric tons (mainly electrical appliances) were taken back and disposed of professionally in 2012. In some markets (DE, CH), parts of the multilayer drinking water pipes (Mepla) are also taken back. The exact quantity is not known, but is also estimated to be around 7 metric tons Group-wide. In 2012,
approximately 12,320 metric tons (previous year approximately 12,480 metric tons) of packaging material were used, over 45% of which was collected and recycled by Geberit itself or by financed contract partners. The rest is disposed of and recycled on a country-specific basis.

**EN28 Sanctions due to non-compliance with environmental laws and regulations**

No significant fines or non-monetary penalties were imposed in the reporting year.

**EN29 Environmental impact of transport**

In the area of logistics, in addition to profitability and punctuality, it is increasingly important to customers that transport services be as environmentally friendly as possible. Geberit does not maintain its own fleet of vehicles. Because external logistics contributes over 30% of the Geberit Group's additional environmental impact, collaboration with the transport service providers that work with Geberit is central. Partners agree to actively support Geberit in its efforts to use energy efficiently and to reduce emissions, and undertake to provide the data needed for Geberit's environmental reports.

The logistics calculator developed in 2010 facilitates the 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 annual eco-balance. In the reporting year, the twelve largest transport service providers handled 169.7 million ton-kilometers (previous year 168.1 million ton-kilometers). This generated 26,883 metric tons of CO₂ emissions (previous year 25,501 metric tons). The increase in transport services and CO₂ emissions was mainly caused by the increase in sales, the related increase in transport volumes and a slightly weaker mix of transport service providers. The share of Euro5 vehicles remains high at 84%.

Another important step in reducing the environmental impact is switching from road to rail. For instance, 80% of the goods transported to and from Italy are moved by train (previous year 92%). The reduction in comparison with the previous year is due to the fact that the Gotthard train tunnel was blocked for 40 days after a landslide. During this period all transports runs to and from Italy had to be made by road. The use of **mega-trailers**, which can carry an approximately 15% greater load volume, also increases energy efficiency: In 2012 about 1,280 such transport runs (previous year 1,200) between Rapperswil-Jona (CH) and Pfullendorf (DE) and around 800 transport runs (previous year 750) between Pottenbrunn (AT) and Pfullendorf (DE) were completed in this way.

In 2013 a pilot project will be run with an environmentally friendly, gas-powered truck between Pfullendorf (DE) and Rapperswil-Jona (CH). This pioneering project will be carried out in collaboration with a transport company and a truck manufacturer. For more information, please refer to **Business Report > Business and Financial Review > Logistics and Procurement**.

This information partially covers the requirements of the GRI indicator.

**EN30 Costs of environmental protection**

Approximately CHF 1.2 million was spent on environmental protection and preventive environmental management in 2012 (previous year CHF 1.2 million). This involved external advisory services and training, external certification and personnel expenditures on environmental management activities. The costs of disposal of hazardous and other waste, in turn, amounted to approx. CHF 0.6 million in 2012 (previous year 0.6 million).
7. Employer responsibility (LA)

DMA-LA Management approach to employer responsibility

Responsibility for all important aspects of the GRI guidelines with respect to labor practices at the Geberit Group lies with the Head Corporate Human Resources who reports directly to the CEO.

Geberit's most important ambassadors are its employees. They shape the company's image and represent Geberit in their day-to-day contact with customers and many other stakeholders. This task can only be performed by employees who are aware of what their company stands for and what its objectives are. Geberit's central corporate and brand values are defined in the "Geberit Compass. Geberit aims to act as a role model for ethically unimpeachable, environmentally friendly and socially responsible operations. The Code of Conduct fills this objective with tangible content and to this end serves as an authoritative source of guidance.

The targeted further development of employees relies on a uniform approach for performance and talent management and since 2012 has been based on a Group-wide process with a standardized IT solution that bundles the sub-processes of performance assessment, development and compensation. This process is intended to further develop the performance culture, increase transparency and facilitate the discovery of talent.

The priority in terms of internal employee communications is for interactive, real-time communication that is accessible to all. The intranet introduced in 2009 plays a central role here. Special solutions have been developed for production employees in the form of newsletters and/or large screens for joint use. Albert M. Baehny regularly assesses the current state of the business, the economic parameters, the future prospects and general topics of interest in videos that are accessible on the intranet and via electronic newsletters. The "Integrity Line" that was designed in 2012 and launched on 1 January 2013 enables all employees to report internal incidents anonymously in their mother tongue (35 languages), thereby making an important contribution towards the upholding of high corporate standards within the Group.

Geberit also aims to pursue a "best-in-class" approach to occupational safety. There are already a large number of measures and training courses with respect to occupational safety and since 2012 there have also been guided on-site tours in order to further sharpen employees' awareness of accident risks. However, a further reduction in the number of accidents is required in order to meet our own ambitious targets. The objective is for a reduction of 5% each year so that the frequency and severity of accidents can be halved by 2020 compared with 2010.

The ability to win and retain the right employees for the company is becoming more and more important for the future. Employer branding is a component of superordinate corporate branding and creates a unique employer identity. Since 2012 Geberit has marketed itself with a new concept in terms of content and visual appearance. This more proactive image is strengthened by the company's presence at job fairs, its website and its information documents that are now more target group-specific. The objective is to sharpen its profile as a company that offers attractive international development opportunities at the interface between the craft, engineering and sales sectors.

For objectives and measures concerning employees and occupational safety, see also www.geberit.com > Sustainability > Sustainability Strategy.

LA1 Total workforce by employment type, employment contract, and region

The number of employees rose once again in the reporting year. At the end of 2012, the Geberit Group employed 6,134 people worldwide, 130 persons or 2.1% more than in the previous year. The increase is primarily due to the – sometimes temporary – adjustment of capacities in the production plants in reaction to volume growth, focused organic growth initiatives in some markets, and the effects of the implementation of the final steps to insource the production of the AquaClean shower toilet previously manufactured by a subcontractor.

For key figures on the workforce by employment type, employment contract and region, see Key Figures Sustainability > Employees and Society.

LA2 Employee fluctuation

The average fluctuation rate (in terms of employees with unlimited contracts, without natural departures and long-term leaves of absence) was 5.0% (previous year 5.3%). Including natural departures, it was 6.5% (previous year 7.4%). For key figures on fluctuation by age group, gender and region, see Key Figures Sustainability > Employees and Society.

LA3 Benefits

Geberit essentially grants the same benefits to full-time and part-time employees. However, employees with fixed-term 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.

LA4 Employees covered by collective bargaining agreements

An estimated 4,200 employees, and thus around two-thirds of the workforce, are currently covered by collective agreements (e.g. collective labor agreements, wage agreements). Above all in Germany, Austria and Switzerland, over 90% of employees are governed by a collective labor or wage agreement. There are no collective agreements with employees in the US and China (16% of all employees).
LA6 Percentage of total workforce represented in health and safety committees
Each of the 16 production companies and Logistics has a safety manager. Wherever possible and sensible, this function is combined with that of the environmental manager or closely linked from an organizational point of view. Ninety-five percent of the employees at all production sites and 85% of all employees worldwide are represented through an occupational health and safety panel or safety committee at their production site, in which employer and employee representatives can discuss occupational health and safety issues. As a rule, national standards for the country concerned are implemented.

This information partially covers the requirements of the GRI indicator.

LA7 Accidents, occupational illness and lost time
The Group-wide absenteeism rate for the reporting year was 3.53% (previous year 3.20%); illness-related absences accounted for 3.37% of this rate (previous year 3.04%) and 0.16% was related to occupational accidents (previous year 0.16%). These figures are based on the hours effectively worked. In 2012, these amounted to 10,680,389 hours (previous year 10,339,632 hours). The statistics show only those occupational accidents that occur during working hours or business travel and lead to lost working time of more than one day. A total of 125 accidents were recorded (previous year 144 accidents), none of which were fatal, equivalent to 2,164 lost working days due to occupational accidents (previous year 2,128 days). Employees at Geberit are not exposed to a particularly significant extent with regard to occupational illnesses. This category is therefore not covered.

The accident frequency rate (AFR) and the accident severity rate (ASR) continue to be recorded in a standardized manner. The AFR was 11.7 in 2012 (previous year 13.9); the ASR was 203 (previous year 206). These rates are calculated as the number of accidents or the number of lost working days per total working hours times one million hours.

All key figures concerning the absenteeism rate by region can be found under → Key Figures Sustainability > Employees and Society.

For the goals and measures for the enhancement of occupational safety, see → www.geberit.com > Sustainability > Sustainability Strategy.

LA8 Assistance regarding serious illnesses
At Geberit there are no operational activities involving a particularly high risk of contracting a serious illness or with a high incidence of illness.

As part of its Group-wide efforts to support employees’ health and well-being, Geberit offers its employees precautionary healthcare opportunities through various offers and activities. These include, for example, sports facilities, anti-smoking training, massage services, dietary and health tips, and presentations on health-related issues. They also include reintegration counseling, which aims to get people back to work as soon as possible in the event of long-term illness. Managers are specifically trained in this respect. Examples of individual support include counseling 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 US to discuss problems at work in complete confidentiality.

For further information, see → Business Report > Business and Financial Review > Employees.

LA9 Health and safety topics covered in agreements with trade unions
Geberit attaches great importance to a high level of health and safety for its employees. To this end, it cooperates with authorities, trade unions and employers’ liability insurance associations on a country-specific basis. Written agreements exist at all production sites and individual sales companies with parties such as trade unions and employee representatives that normally cover topics such as personal protective equipment, regular inspections, education and further training and the like.

This information partially covers the requirements of the GRI indicator.

LA10 Employee education and further training
Education and further training are a central theme at the company. In the reporting year, employees across the Group attended on average around 17 hours of internal and external education and further training events (previous year 15 hours). For training hours as part of the Potentials Management process, see → LA11.

In 2012, 229 apprentices (previous year 232) were employed. The transfer rate to a permanent employment relationship was 92%. See → Business Report > Business and Financial Review > Employees.

Diese Information deckt die Anforderungen des GRI-Indikators partiell ab. This information partially covers the requirements of the GRI indicator.

LA11 Programs for skills management and lifelong learning
For the management team, the watchword is continuous training. The Potential Management process supports selected internal candidates on their way to middle or senior management or to their first management, project management or specialist functions with individual development
measures and collective modules designed to ensure that at least half of the open management positions can be filled by internal candidates. It is currently possible to fill as much as 77% of all positions in Group management internally. A new international further education program has been developed in collaboration with the International Institute for Management Development (IMD) in Lausanne (CH) for all members of the Group and country management teams. Five groups of around 30 people each take part in the program for a week. The course topics include strategic management, leadership and finance. This customized training program started with the first group at the end of 2012.

See also → Business Report > Business and Financial Review > Employees.

LA12 Performance and career development of employees

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 93% of all employees attended appraisal interviews in 2012, and around 63% had objective agreement meetings at which development opportunities were also identified. Objectives and implementation measures are defined jointly with the supervisor.

LA13 Workforce diversity

The proportion of female employees at the end of 2012 was 31% (previous year 29%), and for senior management this figure was 6.5% (previous year 5%). The six-member Board of Directors consists of one woman and five men.

For key figures on diversity in terms of gender and age structure see → Key Figures Sustainability > Employees and Society.

No further data on minority group membership is currently being collected as Geberit and its stakeholders do not consider this to be relevant.

This information partially covers the requirements of the GRI indicator.

LA14 Gender-based differences in salaries

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. According to the annual binding survey of all Geberit Group companies, no differences between the basic salaries of women and men exist anywhere within the Group. Fair and equal pay for women and men is guaranteed as follows:

- Determination of salaries primarily according to function, evaluated in accordance with the proven Hay method. A score is calculated based on the assessment criteria knowledge, thinking capacity and responsibility. The resulting number of points is the basis for determining the salary. This guarantees fair salary structures irrespective of gender.

- Binding wage agreements with set pay grades at many Geberit sites.

- An investigation carried out at four production sites in 2011 revealed no differences between the salaries of men and women. The investigation covered the pay levels of production employees within an established site in employee-friendly Germany, at a production site of many years’ standing in Slovenia and at the two Chinese sites where employee protection and fair wages are largely the responsibility of the company itself.
8. Human rights (HR)

DMA-HR Management approach to human rights

In terms of information, the promotion of awareness and controlling, human rights issues related to the business activities of the Geberit Group are the responsibility of Corporate Human Resources for internal topics (equal treatment, freedom of association and the right to collective bargaining) and of Corporate Purchasing with regard to procurement practices.

The Geberit Code of Conduct is authoritative in the area of human rights, among other things stipulating the exclusion of child and forced labor. Compliance with the Code of Conduct is monitored as part of a binding annual survey of all Geberit Group companies.

Long-term cooperation, reciprocal commitment, sustainability and social responsibility are important guidelines for Geberit. These acquire particular importance in the procurement of raw materials, semi-finished products, finished products and services. The high standards with respect to environmental protection, safe working conditions and fair business practices are therefore also expected from suppliers. The Code of Conduct for Suppliers applies to all Geberit suppliers worldwide. Verification is the responsibility of Corporate Purchasing.

With respect to measures and objectives regarding the Code of Conduct and procurement, see also www.geberit.com > Sustainability > Sustainability Strategy.

HR1 Human rights aspects in investment agreements

There are no significant investment agreements which include human rights clauses or which have been audited in terms of human rights aspects.

Agreements with suppliers include human rights clauses which must be audited and upheld by Geberit suppliers; see HR2.

HR2 Screening of suppliers with regard to human rights aspects

With respect to human rights violations, the greatest risk lies with suppliers, who can only be influenced indirectly. Geberit does all it can to minimize this risk and requires its business partners and suppliers to comply with comprehensive standards, above all with respect to consistent environmental protection, socially acceptable working conditions and fair business practices.

At the end of 2007, a Code of Conduct for Suppliers was introduced for the first time which is geared, among other things, to the principles of the United Nations Global Compact. Upon request by Geberit, the supplier must prepare corresponding records in order to demonstrate compliance with the standards of the Code and make these available at any time. Should the supplier fail to comply with the regulations set out in this Code then corrective measures are taken. Any such failure to comply on the part of the supplier is regarded as a serious violation of the contractual agreements. If the supplier does not correct this non-compliance then Geberit terminates cooperation. As at the end of 2012, 671 suppliers had signed the Code of Conduct (previous year 603). This is equivalent to 95% of the total procurement value (previous year 93%), thereby meeting the target value of 95% for 2012. Among the top 200 suppliers, the share of companies that have signed is 99% (previous year 99%). The Code of Conduct is binding for each new supplier.

In the interests of the systematic planning and performance of audits, which are generally conducted every three years, the existing risk management approach was further developed in 2012 based on the division of suppliers into risk classes – depending on production location (country) and production processes. In the reporting year, 38 companies were identified in the highest risk category. This is equivalent to less than 5% of the entire procurement value. In order to increase the number of audits, Geberit, for the first time cooperated with external partners in 2012: In China an external consultancy firm carried out the required EHS audits in three cases. Performing such audits makes an important contribution to enhancing credibility in supplier management.

At anchor this aspect even more firmly, it has now been incorporated in the annual objectives of the respective purchasing managers. Any shortcomings exposed by audits give rise to sanctions. As a rule, a deadline is imposed for remedying the situation and additional follow-up audits are conducted. For example, one Chinese supply company failed to pay either wages or social benefits for several months. Geberit gave the company a two-month ultimatum by which to remedy the situation, upon which the requirements were duly met.

There are currently no plans to impose regulations on the second and third tier in the supply chain by getting them to sign a Code of Conduct as this would result in a disproportionately high level of additional administration with little added benefit. Geberit pursues a pragmatic yet effective approach. When auditing suppliers in the highest risk category, an analysis of their most important suppliers is included in the risk analysis and the audit investigations on site. At the end of the day, Geberit’s goal is a modern supplier management, where the relationship with the supplier is actively managed and sustainability risks in the supply chain are jointly analyzed.

For further information, see Business Report > Business and Financial Review > Logistics and Procurement.

HR3 Human rights training for employees

In 2008, more than 98% of all employees received training on the topics contained in the Geberit Code of Conduct. Since 2009, all new employees have been receiving training in the Code as part of their induction, with media such as training films developed especially for this. All employees have access to the Code of Conduct via the intranet. For further details, see S03.

This information partly covers the requirements of the GRI indicator.
HR4 Cases of discrimination

The Code of Conduct forbids discrimination as defined in the ILO core labor standards. Compliance with the Code is verified annually as part of a binding Group-wide survey. One case of verbal sexual harassment was uncovered in 2012. The employee concerned was given a formal warning and informative dialogs were conducted to raise awareness.

HR5 Guarantee of freedom of association and collective bargaining

Employees are completely free to join labor unions, associations and similar organizations. No rights with respect to exercising freedom of assembly or collective bargaining as defined in the ILO core labor standards are subject to restriction at the Geberit Group.

HR6 Risk of and precautionary measures against child labor

Geberit's exposure with respect to child labor is considered low because of its industry and the countries in which business activities are carried out as well as its high quality requirements. Geberit commits itself to the protection of human rights in its Code of Conduct. Child labor is categorically rejected. According to the binding Group-wide survey there were no cases of child labor revealed in 2012. There were likewise no such cases arising during the audits carried out at suppliers. The basic principles set out in the Code of Conduct for Suppliers explicitly include compliance with the ILO core labor standards for the exclusion of child labor.

HR7 Risk of and precautionary measures against forced labor

Geberit's exposure with respect to forced labor is considered low because of its industry and the countries in which business activities are carried out as well as its high quality requirements. Geberit commits itself to the protection of human rights in its Code of Conduct. Forced labor is categorically rejected. According to the binding Group-wide survey there were no cases of forced labor revealed in 2012. There were likewise no such cases arising during the audits carried out at suppliers. The basic principles set out in the Code of Conduct for Suppliers explicitly include compliance with the ILO core labor standards for the exclusion of forced labor.

HR8 Human rights training for security personnel

At its production sites in Europe, the US and China, Geberit is not confronted with the need for special security measures that increase the risk of human rights violations. To date, this problem has therefore not been relevant to Geberit within the scope of its global activities.

HR9 Violation of rights of indigenous peoples

To date, this problem has not been relevant to Geberit within the scope of its global activities.
9. Community (SO)

DMA-SO Management approach society

The corporate departments Environment and Sustainability (community aspect) and Legal Services (corruption, anti-competitive behavior, compliance with other basic laws) are responsible for questions of social responsibility related to the business activities of the Geberit Group.

Both internally and externally, Geberit places great value on dialog. The suggestions and needs of the local stakeholders are recorded at all production sites in order to counter potential problems such as noise emissions and exploit opportunities for cooperation. Thus, for example, a "round table" with regional farmers served to reach agreement on guidelines for the generation of biogas for the Pfullendorf production site in Germany.

Geberit aims to be a model of ethical, environmental and socially responsible operations. The Geberit Code of Conduct is the definitive guide for conduct with integrity in the corporate environment. For instance, fair competition throughout the world is an important principle here. Cartels of any kind and other competition-distorting activities are rejected. As a member of Transparency International Switzerland, Geberit is committed to high standards in combating corruption. There are clear guidelines for the purposes of prevention and employees receive continuous training in this area. Compliance with the guidelines is monitored as part of an annual binding survey at all Geberit Group companies (see the individual indicators for the results). Internal auditing is supplemented by on-site audits. In the event of misconduct, corrective measures are taken.

With respect to measures and objectives in the Code of Conduct, see also www.geberit.com > Sustainability > Sustainability Strategy.

SO1 Impact on the community and public interests

The potential for conflict with public interests in the vicinity of Geberit sites is generally regarded as low. As part of environmental management in accordance with ISO 14001, a stakeholder analysis is performed at all production sites. Based on this analysis, the effects of the business activities and production on local communities and regions are assessed.

Geberit maintains good relations with its neighbors and carries out appropriate measures at its sites: for example open days, involvement in associations, etc. This is regularly recognized by the neighborhood: For example, at the end of 2012 the Weilheim-Schongau district in Germany presented the local Geberit production site with the “StandortProfi 2012” certificate for its commitment to sustainability in a corporate context. The jury of experts saw the company's particular commitment to the site as a role model for other SMEs.

For further information, see 4.16 and 4.17.

SO2 Analysis of business units for risks of corruption

According to the annual binding survey carried out at all Geberit Group companies, there were no cases of corruption in 2012.

The topic of corruption is also a component of the audit program for the periodic inspections of the production plants and sales companies by the Internal Corporate Audit Department. Various audit activities and interviews are carried out as part of these inspections. The annual audit planning of the Internal Corporate Audit Department is oriented to risks. Each company is audited at least every four years or more frequently if it has a heightened risk profile. In 2012, the Internal Corporate Audit Department audited a total of 19 companies. This represent approximately one third of all Geberit companies. In addition, around two to three in-depth audits are carried out each year, whereby the audit focus is on the processes of Group-wide functions (e.g. Purchasing, Logistics, Taxes, HR, IT, etc.). No cases of discrimination were revealed in the 2012 financial year.

SO3 Training on anti-corruption policies

In 2008, more than 98% of employees were informed of and trained in the Code of Conduct. With the aid of short films ("animatics"), the training focuses on gray areas in four topics of relevance: bribery (corruption), sexual harassment, workplace bullying and IT misuse. In 2012, as before, new employees were also sensitized accordingly as part of the Welcome events. In addition, since 2012 contributions toward increasing awareness of the Geberit Code of Conduct have been published on the intranet.

In 2012, all managing directors in all countries were questioned in detail about their practice of making donations (previous survey: 2009). The questionnaire was revised and expanded for this purpose. The survey results are incorporated into the compliance report.

SO4 Actions taken in response to incidents of corruption

No measures were necessary, as no cases of corruption were revealed in 2012.

SO5 Political positions and exercise of influence

As a rule, Geberit does not issue political statements and does not involve itself in political lobbying.
SO6 Political contributions

As a rule, Geberit does not make donations to parties or politicians. All donations and related commitments (see EC8) are neutral from a party political point of view.

SO7 Anti-competitive behavior

There are no pending complaints alleging anti-competitive behavior.

Cartels of any kind and other competition-distorting activities are categorically rejected. After training on the subject of antitrust legislation was given to around 700 employees in Europe (managing directors, employees in the sales companies at management level and field service employees) in 2011, the comprehensive e-learning program was made available at further locations in the reporting year. At the beginning of 2013, training is to be held at the sites in China, India, South Africa, Singapore, Australia and the US. In addition, on taking up their position, managing directors new to the sales companies receive intensive training in antitrust law.

SO8 Sanctions due to non-compliance with regulations

Geberit incurred no fines in 2012 resulting from violations of statutory requirements.
10. Product responsibility (PR)

DMA-PR Management approach to product responsibility

At Geberit, product responsibility lies with several corporate departments: customer health and safety with Product Development and Quality Management, product labeling and services, advertising and customer data with Marketing, and compliance with statutory requirements with Legal Services.

For Geberit, high quality standards mean fulfilling customers' requirements of functionality, reliability and application safety to the greatest possible extent. The company is guided by the zero-error principle. Corporate Quality Management 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 optimization 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 norms and statutory requirements. As an independent department, Quality Management is responsible for defining, arranging and monitoring all necessary inspections to ensure that these requirements are met. A clear organizational distinction is drawn between development and quality management. In addition, many products are also examined by external authorization 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.

When it comes to training its employees on Geberit products, competition, norms, industry or core topics, Geberit relies on a bundle of measures: These include a Group-wide eLearning platform rolled out in the fall of 2012 as well as global product training by specially trained instructors.

PR1 Health and safety impact along the product life cycle

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 use and disposal. Among other things, Quality or Safety Management includes an FMEA (Failure Mode and Effects Analysis) as a precautionary measure to prevent errors and increase the technical reliability of products. Eco-design workshops are held in the course of product development in order to optimize the use of suitable and ecological materials. If the products or their use involve an increased risk to health or safety, Geberit's technical editorial staff ensures that this is communicated appropriately to customers (see → PR3).

PR2 Non-compliance with health and safety regulations

Throughout the Group, there have been no court judgments or warnings against Geberit involving contraventions of regulations on the health and safety of products and services or product and service information.

PR3 Product labeling

Most of the installation instructions are non-verbal, consisting of detailed illustrations in order to provide the most important customer-relevant information. For all products that involve the use of electricity, gas or dangerous substances, comprehensive instructions regarding target group, qualifications, use, maintenance, safety, disposal and constituent materials are provided and translated into all languages required in the respective markets. Where possible, all plastic components feature material labeling in order to facilitate recycling.

The WELL label (Water Efficiency Label) introduced in 2011 by the European umbrella organization for valve manufacturers (EUUnity) is intended to address the growing environmental awareness of consumers. It takes its direction from the well-known and well-established efficiency labels for electrical household appliances and fulfills a similar function. WELL provides consumers with information about a product's water efficiency at a glance. The new classification system will also encourage responsible use of water as a resource. WELL uses a scale of A to D for products for home use and A to F for products for use in public areas. In 2012, eight Geberit product groups (comprising over 330 sales products) already bore the WELL label, seven of which are represented in the top A class and one in the B class. For more information, see → Business Report > Business and Financial Review > Sustainability.

PR4 Non-compliance with labeling requirements

In the reporting period there were no known cases of violation of applicable laws or voluntary codes.
PR5 Customer satisfaction

A high degree of customer satisfaction in the individual regional markets is central to Geberit’s success. A customer survey among 5,400 plumbers and planners in Switzerland at the end of 2011/beginning of 2012 yielded a high response rate and satisfactory results: On a scale of 1 (not satisfied at all) to 7 (completely satisfied), Geberit received a total mark of 6.0, which is very good. Above-average marks were also achieved for the question “Would you recommend Geberit to others?” and for the company’s innovative ability and competence, its technical documentation and the quality of its products. In a satisfaction survey among Dutch wholesalers of sanitary systems and technology, Geberit was ranked first while BSS Industrial in the UK chose Geberit as the supplier of the year for the second year running.

In recent years, Geberit has built up a standardized Customer Relationship Management Process (CRM) for all markets with the aim of further boosting customer satisfaction. Thanks to this system, which is specially tailored to Geberit, customers benefit from more targeted communication with the relevant contact persons.

For more information, see → Business Report > Business and Financial Review > Customers.

PR6 Compliance with laws and standards with regard to marketing communications

Geberit adheres to the Group-wide Code of Conduct and the statutory requirements with respect to advertising. All advertising materials worldwide are inspected from this point of view prior to each publication. Geberit does not sell any products whose sale is forbidden on certain markets or which are the subject of public controversy.

PR7 Non-compliance with communications requirements

There were no incidents in the 2012 reporting period.

PR8 Complaints regarding customer privacy

There are no known cases of complaints based on violations of data protection.

PR9 Sanctions due to non-compliance with product liability regulations

No fines have been imposed in connection with Geberit products and services or their use.
Key figures environment

Environmental impact

<table>
<thead>
<tr>
<th>Environmental impact</th>
<th>2011 UBP</th>
<th>2012 UBP</th>
<th>Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>58,427</td>
<td>54,407</td>
<td>-6.9</td>
</tr>
<tr>
<td>Combustibles</td>
<td>5,430</td>
<td>5,020</td>
<td>-7.6</td>
</tr>
<tr>
<td>Fuels</td>
<td>5,948</td>
<td>6,148</td>
<td>3.4</td>
</tr>
<tr>
<td>Disposal</td>
<td>3,836</td>
<td>4,067</td>
<td>6.0</td>
</tr>
<tr>
<td>Solvents</td>
<td>653</td>
<td>760</td>
<td>16.5</td>
</tr>
<tr>
<td>Water and waste water</td>
<td>470</td>
<td>518</td>
<td>10.4</td>
</tr>
<tr>
<td><strong>Total environmental impact</strong></td>
<td>74,764</td>
<td>70,920</td>
<td>-5.1</td>
</tr>
</tbody>
</table>

UBP = Ecopoints in accordance with the Swiss Ecological Scarcity Method (2006 version)

Material usage

<table>
<thead>
<tr>
<th>Material usage</th>
<th>2011 Metric tons</th>
<th>2012 Metric tons</th>
<th>Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raw material plastics</td>
<td>56,102</td>
<td>57,320</td>
<td>2.2</td>
</tr>
<tr>
<td>Raw material metal</td>
<td>44,333</td>
<td>46,141</td>
<td>4.1</td>
</tr>
<tr>
<td>Other raw materials</td>
<td>956</td>
<td>770</td>
<td>-19.5</td>
</tr>
<tr>
<td>Semi-finished products</td>
<td>27,528</td>
<td>28,742</td>
<td>4.4</td>
</tr>
<tr>
<td>Finished products</td>
<td>44,201</td>
<td>44,789</td>
<td>1.3</td>
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<tr>
<td><strong>Total material usage</strong></td>
<td>173,120</td>
<td>177,762</td>
<td>2.6</td>
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</tbody>
</table>

Energy consumption

<table>
<thead>
<tr>
<th>Energy consumption</th>
<th>Unit</th>
<th>2011</th>
<th>2012</th>
<th>Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>GWh</td>
<td>114.2</td>
<td>113.4</td>
<td>-0.7</td>
</tr>
<tr>
<td>Heating oil extra light</td>
<td>Metric tons</td>
<td>33.5</td>
<td>20.2</td>
<td>-39.9</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>m³</td>
<td>4,240,229</td>
<td>3,771,199</td>
<td>-11.1</td>
</tr>
<tr>
<td>Biogas</td>
<td>m³</td>
<td>-</td>
<td>878,297</td>
<td>-</td>
</tr>
<tr>
<td>Gasoline</td>
<td>Liter</td>
<td>233,497</td>
<td>214,990</td>
<td>-7.9</td>
</tr>
<tr>
<td>Diesel</td>
<td>Liter</td>
<td>1,498,105</td>
<td>1,577,960</td>
<td>5.3</td>
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<table>
<thead>
<tr>
<th>Energy consumption</th>
<th>2011 TJ</th>
<th>2012 TJ</th>
<th>Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>411.1</td>
<td>408.2</td>
<td>-0.7</td>
</tr>
<tr>
<td>Heating oil extra light</td>
<td>1.4</td>
<td>0.9</td>
<td>-39.9</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>154.3</td>
<td>137.3</td>
<td>-11.1</td>
</tr>
<tr>
<td>Biogas</td>
<td>-</td>
<td>33.8</td>
<td>-</td>
</tr>
<tr>
<td>Fuels (Gasoline, Diesel)</td>
<td>62.2</td>
<td>64.5</td>
<td>3.8</td>
</tr>
<tr>
<td><strong>Total energy consumption</strong></td>
<td>628.4</td>
<td>644.7</td>
<td>2.5</td>
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</table>
### Electricity mix

<table>
<thead>
<tr>
<th>Region</th>
<th>GWh</th>
<th>Renewable</th>
<th>Fossil</th>
<th>Nuclear</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>79.7</td>
<td>16.0</td>
<td>45.2</td>
<td>35.6</td>
<td>3.2</td>
</tr>
<tr>
<td>USA</td>
<td>7.7</td>
<td>8.8</td>
<td>70.0</td>
<td>19.6</td>
<td>1.6</td>
</tr>
<tr>
<td>China</td>
<td>6.0</td>
<td>16.1</td>
<td>81.8</td>
<td>2.1</td>
<td>-</td>
</tr>
<tr>
<td>Green electricit</td>
<td>20.0</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>113.4</td>
<td>30.3</td>
<td>40.9</td>
<td>26.5</td>
<td>2.3</td>
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</tbody>
</table>

### Electricity mix 2011

<table>
<thead>
<tr>
<th>Region</th>
<th>GWh</th>
<th>Renewable</th>
<th>Fossil</th>
<th>Nuclear</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>87.5</td>
<td>16.0</td>
<td>45.2</td>
<td>35.6</td>
<td>3.2</td>
</tr>
<tr>
<td>USA</td>
<td>7.7</td>
<td>8.8</td>
<td>70.0</td>
<td>19.6</td>
<td>1.6</td>
</tr>
<tr>
<td>China</td>
<td>6.0</td>
<td>16.1</td>
<td>81.8</td>
<td>2.1</td>
<td>-</td>
</tr>
<tr>
<td>Green electricit</td>
<td>13.0</td>
<td>100.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>114.2</td>
<td>25.1</td>
<td>43.7</td>
<td>28.7</td>
<td>2.5</td>
</tr>
</tbody>
</table>

### Water and waste water

<table>
<thead>
<tr>
<th>Water and waste water</th>
<th>2011</th>
<th>2012</th>
<th>Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fresh water and well water</td>
<td>130,037</td>
<td>136,669</td>
<td>5.1</td>
</tr>
<tr>
<td>Rain water</td>
<td>9,687</td>
<td>5,949</td>
<td>-38.6</td>
</tr>
<tr>
<td>Waste water</td>
<td>103,308</td>
<td>114,932</td>
<td>11.3</td>
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</tbody>
</table>

### Emissions

#### Absolute CO₂ emissions

<table>
<thead>
<tr>
<th>Source</th>
<th>2011 Metric tons</th>
<th>2012 Metric tons</th>
<th>Deviation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>from combustibles</td>
<td>11,020</td>
<td>9,717</td>
<td>-11.8</td>
</tr>
<tr>
<td>from fuels</td>
<td>6,741</td>
<td>6,994</td>
<td>3.7</td>
</tr>
<tr>
<td>from electricity</td>
<td>59,142</td>
<td>55,142</td>
<td>-6.8</td>
</tr>
<tr>
<td>Total absolute CO₂ emissions</td>
<td>76,903</td>
<td>71,853</td>
<td>-6.6</td>
</tr>
</tbody>
</table>

#### Relative CO₂ emissions

<table>
<thead>
<tr>
<th>Source</th>
<th>2011 g CO₂/CHF</th>
<th>2012 g CO₂/CHF</th>
<th>Deviation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>from combustibles</td>
<td>5.2</td>
<td>4.4</td>
<td>-15.7</td>
</tr>
<tr>
<td>from fuels</td>
<td>3.2</td>
<td>3.2</td>
<td>-0.8</td>
</tr>
<tr>
<td>from electricity</td>
<td>27.9</td>
<td>24.9</td>
<td>-10.8</td>
</tr>
<tr>
<td>Total relative CO₂ emissions</td>
<td>36.2</td>
<td>32.4</td>
<td>-10.6</td>
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</table>

#### Air emissions

<table>
<thead>
<tr>
<th>Source</th>
<th>2011 Kilogram</th>
<th>2012 Kilogram</th>
<th>Deviation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>NOₓ</td>
<td>direct</td>
<td>18,923</td>
<td>19,317</td>
</tr>
<tr>
<td></td>
<td>indirect</td>
<td>108,378</td>
<td>102,006</td>
</tr>
<tr>
<td>Total</td>
<td>127,301</td>
<td>121,323</td>
<td>-4.9</td>
</tr>
<tr>
<td>SO₂</td>
<td>direct</td>
<td>1,197</td>
<td>1,379</td>
</tr>
<tr>
<td></td>
<td>indirect</td>
<td>228,812</td>
<td>215,768</td>
</tr>
<tr>
<td>Total</td>
<td>230,009</td>
<td>217,147</td>
<td>-5.9</td>
</tr>
<tr>
<td>NMVOC</td>
<td>direct</td>
<td>37,850</td>
<td>44,678</td>
</tr>
<tr>
<td></td>
<td>indirect</td>
<td>10,355</td>
<td>9,597</td>
</tr>
<tr>
<td>Total</td>
<td>48,205</td>
<td>54,275</td>
<td>11.2</td>
</tr>
<tr>
<td>Dust (PM10)</td>
<td>direct</td>
<td>412</td>
<td>394</td>
</tr>
<tr>
<td></td>
<td>indirect</td>
<td>19,431</td>
<td>18,422</td>
</tr>
<tr>
<td>Total</td>
<td>19,843</td>
<td>18,816</td>
<td>-5.5</td>
</tr>
<tr>
<td>CFC11 equivalents</td>
<td>direct</td>
<td>0.3</td>
<td>0.9</td>
</tr>
<tr>
<td></td>
<td>indirect</td>
<td>2.2</td>
<td>2.1</td>
</tr>
<tr>
<td>Total</td>
<td>2.5</td>
<td>3.0</td>
<td>16.3</td>
</tr>
</tbody>
</table>
## Waste

<table>
<thead>
<tr>
<th>Waste</th>
<th>2011 Metric tons</th>
<th>2012 Metric tons</th>
<th>Deviation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>to incineration</td>
<td>660</td>
<td>697</td>
<td>5.6</td>
</tr>
<tr>
<td>to inert waste landfill</td>
<td>363</td>
<td>360</td>
<td>-0.8</td>
</tr>
<tr>
<td>to mixed waste landfill</td>
<td>561</td>
<td>610</td>
<td>8.9</td>
</tr>
<tr>
<td>to external recycling</td>
<td>8,549</td>
<td>9,140</td>
<td>6.9</td>
</tr>
<tr>
<td>to hazardous waste incineration</td>
<td>203</td>
<td>179</td>
<td>-11.8</td>
</tr>
<tr>
<td>to hazardous waste recycling</td>
<td>1,180</td>
<td>1,199</td>
<td>1.6</td>
</tr>
<tr>
<td><strong>Total waste</strong></td>
<td><strong>11,516</strong></td>
<td><strong>12,185</strong></td>
<td><strong>5.8</strong></td>
</tr>
</tbody>
</table>
## Key figures employees and society

### Workforce

<table>
<thead>
<tr>
<th>Workforce as of December 31</th>
<th>2011</th>
<th>Share %</th>
<th>2012</th>
<th>Share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>2,345</td>
<td>39</td>
<td>2,351</td>
<td>38</td>
</tr>
<tr>
<td>Switzerland</td>
<td>1,184</td>
<td>20</td>
<td>1,259</td>
<td>21</td>
</tr>
<tr>
<td>China</td>
<td>764</td>
<td>13</td>
<td>758</td>
<td>12</td>
</tr>
<tr>
<td>Austria</td>
<td>490</td>
<td>8</td>
<td>491</td>
<td>8</td>
</tr>
<tr>
<td>USA</td>
<td>250</td>
<td>4</td>
<td>237</td>
<td>4</td>
</tr>
<tr>
<td>Slovenia</td>
<td>214</td>
<td>3</td>
<td>224</td>
<td>4</td>
</tr>
<tr>
<td>Italy</td>
<td>101</td>
<td>2</td>
<td>113</td>
<td>2</td>
</tr>
<tr>
<td>Others</td>
<td>656</td>
<td>11</td>
<td>701</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,004</td>
<td>100</td>
<td>6,134</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>Share %</th>
<th>2012</th>
<th>Share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production</td>
<td>3,267</td>
<td>54</td>
<td>3,361</td>
<td>55</td>
</tr>
<tr>
<td>Marketing and sales</td>
<td>1,727</td>
<td>29</td>
<td>1,784</td>
<td>29</td>
</tr>
<tr>
<td>Administration</td>
<td>567</td>
<td>9</td>
<td>545</td>
<td>8</td>
</tr>
<tr>
<td>Research and development</td>
<td>211</td>
<td>4</td>
<td>215</td>
<td>4</td>
</tr>
<tr>
<td>Apprentices</td>
<td>232</td>
<td>4</td>
<td>229</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,004</td>
<td>100</td>
<td>6,134</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>Share %</th>
<th>2012</th>
<th>Share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unlimited</td>
<td>4,613</td>
<td>77</td>
<td>4,918</td>
<td>80</td>
</tr>
<tr>
<td>Temporary</td>
<td>1,391</td>
<td>23</td>
<td>1,216</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,004</td>
<td>100</td>
<td>6,134</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>Share %</th>
<th>2012</th>
<th>Share %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time</td>
<td>5,706</td>
<td>95</td>
<td>5,856</td>
<td>95</td>
</tr>
<tr>
<td>Part-time</td>
<td>298</td>
<td>5</td>
<td>278</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,004</td>
<td>100</td>
<td>6,134</td>
<td>100</td>
</tr>
</tbody>
</table>

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>155</td>
<td>3</td>
<td>153</td>
<td>3</td>
</tr>
<tr>
<td>Employees</td>
<td>5,849</td>
<td>97</td>
<td>5,981</td>
<td>97</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,004</td>
<td>100</td>
<td>6,134</td>
<td>100</td>
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</tbody>
</table>

Information in full-time equivalents

### Diversity

<table>
<thead>
<tr>
<th>Diversity as of December 31, 2012</th>
<th>Management %</th>
<th>Employees %</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of female employees</td>
<td>6.5</td>
<td>31</td>
<td>30</td>
</tr>
<tr>
<td>Age structure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; 45 years</td>
<td>39</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>30 - 45 years</td>
<td>61</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>&lt; 30 years</td>
<td>0</td>
<td>21</td>
<td>21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Diversity as of December 31, 2011</th>
<th>Management %</th>
<th>Employees %</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proportion of female employees</td>
<td>5</td>
<td>29</td>
<td>29</td>
</tr>
<tr>
<td>Age structure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; 45 years</td>
<td>57</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>30 - 45 years</td>
<td>42</td>
<td>41</td>
<td>41</td>
</tr>
<tr>
<td>&lt; 30 years</td>
<td>1</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>

Geberit Annual Report 2012
### Fluctuation

<table>
<thead>
<tr>
<th>Fluctuation</th>
<th>2011</th>
<th>Rate %</th>
<th>2012</th>
<th>Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fluctuation</td>
<td>250</td>
<td>5.3</td>
<td>243</td>
<td>5.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fluctuation incl. attrition</th>
<th>2011</th>
<th>Rate %</th>
<th>2012</th>
<th>Rate %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age group</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&gt; 45 years</td>
<td>144</td>
<td>7.3</td>
<td>116</td>
<td>5.5</td>
</tr>
<tr>
<td>30 - 45 years</td>
<td>127</td>
<td>6.1</td>
<td>115</td>
<td>5.5</td>
</tr>
<tr>
<td>&lt; 30 years</td>
<td>80</td>
<td>12.1</td>
<td>87</td>
<td>12.6</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>246</td>
<td>7.4</td>
<td>204</td>
<td>5.9</td>
</tr>
<tr>
<td>Female</td>
<td>105</td>
<td>7.7</td>
<td>114</td>
<td>8.0</td>
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<tr>
<td>Region</td>
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<td></td>
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<td>Germany</td>
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<td>4.2</td>
<td>76</td>
<td>3.9</td>
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<tr>
<td>Switzerland</td>
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<td>10.2</td>
<td>75</td>
<td>6.3</td>
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<td>China</td>
<td>15</td>
<td>13.3</td>
<td>12</td>
<td>10.8</td>
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<td>29</td>
<td>6.4</td>
<td>41</td>
<td>8.4</td>
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<td>USA</td>
<td>28</td>
<td>12.4</td>
<td>23</td>
<td>10.3</td>
</tr>
<tr>
<td>Slovenia</td>
<td>9</td>
<td>4.3</td>
<td>8</td>
<td>3.8</td>
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<tr>
<td>Italy</td>
<td>2</td>
<td>2.5</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Others</td>
<td>72</td>
<td>12.5</td>
<td>83</td>
<td>13.5</td>
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</table>

**Total fluctuation incl. attrition**

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>351</td>
<td>7.4</td>
<td>318</td>
<td>6.5</td>
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</tbody>
</table>

Information in full-time equivalents
attrition includes e.g. temporary absences, retirements

### Training and education

<table>
<thead>
<tr>
<th>Training and education</th>
<th>Unit</th>
<th>2011</th>
<th>2012</th>
<th>Deviation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apprentices</td>
<td>Number</td>
<td>232</td>
<td>229</td>
<td>-1.3</td>
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<tr>
<td>Training and education</td>
<td>Hours per employee</td>
<td>15</td>
<td>17</td>
<td>13.1</td>
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</table>

### Personnel expenses

<table>
<thead>
<tr>
<th>Personnel expenses</th>
<th>2011</th>
<th>2012</th>
<th>Deviation %</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MCHF</td>
<td>MCHF</td>
<td></td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>327.9</td>
<td>344.5</td>
<td>5.1</td>
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<tr>
<td>Pension contributions</td>
<td>23.5</td>
<td>28.3</td>
<td>20.4</td>
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<tr>
<td>Other social benefits</td>
<td>56.1</td>
<td>60.1</td>
<td>7.1</td>
</tr>
<tr>
<td>Other personnel expenses</td>
<td>28.1</td>
<td>30.6</td>
<td>8.9</td>
</tr>
<tr>
<td><strong>Total personnel expenses</strong></td>
<td><strong>435.6</strong></td>
<td><strong>463.5</strong></td>
<td><strong>6.4</strong></td>
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</table>

### Social engagement

<table>
<thead>
<tr>
<th>Social engagement</th>
<th>Unit</th>
<th>2011</th>
<th>2012</th>
<th>Deviation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donations and contributions</td>
<td>MCHF</td>
<td>2.7</td>
<td>2.7</td>
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<tr>
<td>Orders to social institutions</td>
<td>MCHF</td>
<td>3.5</td>
<td>4.8</td>
<td>37.1</td>
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<tr>
<td>Charitable work</td>
<td>Hours</td>
<td>2,390</td>
<td>2,335</td>
<td>-2.3</td>
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</table>

### Health and Safety

<table>
<thead>
<tr>
<th>Health and Safety</th>
<th>2011</th>
<th>2012</th>
<th>Deviation %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of occupational accidents</td>
<td>144</td>
<td>125</td>
<td>-13.2</td>
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<tr>
<td>Accident frequency rate (AFR)</td>
<td>13.9</td>
<td>11.7</td>
<td>-15.7</td>
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<tr>
<td>Lost days due to occupational accidents</td>
<td>2,128</td>
<td>2,164</td>
<td>1.7</td>
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<tr>
<td>Accident severity rate (ASR)</td>
<td>206</td>
<td>203</td>
<td>-1.5</td>
</tr>
</tbody>
</table>

Accident frequency rate (AFR) = Number of occupational accidents per performed total working hours times 1 million hours
Accident severity rate (ASR) = Number of lost working days due to accidents per performed total working hours times 1 million hours

Geberit Annual Report 2012
<table>
<thead>
<tr>
<th>Region</th>
<th>Illness</th>
<th>Accident</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>4.15</td>
<td>0.16</td>
<td>4.31</td>
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<tr>
<td>Asia</td>
<td>0.75</td>
<td>0.13</td>
<td>0.88</td>
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<tr>
<td>USA</td>
<td>4.50</td>
<td>0.29</td>
<td>4.79</td>
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<tr>
<td>Others</td>
<td>0.57</td>
<td>0.00</td>
<td>0.57</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>3.37</strong></td>
<td><strong>0.16</strong></td>
<td><strong>3.53</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Region</th>
<th>Illness</th>
<th>Accident</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>3.83</td>
<td>0.18</td>
<td>4.01</td>
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<tr>
<td>Asia</td>
<td>0.07</td>
<td>0.12</td>
<td>0.19</td>
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<tr>
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<td>1.13</td>
<td>0.09</td>
<td>1.22</td>
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<tr>
<td>Others</td>
<td>0.77</td>
<td>0.03</td>
<td>0.80</td>
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<tr>
<td><strong>Total</strong></td>
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