

autoneum

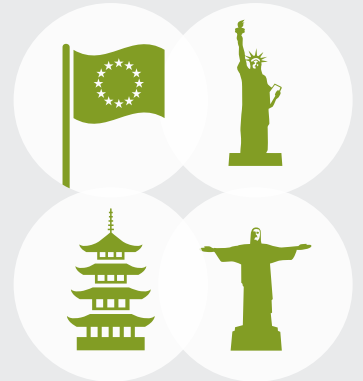


# Corporate Responsibility Report 2017



The picture on the cover does not display a real-life production situation and serves illustrative purposes only.

**Autoneum** is the global market and technology leader in acoustic and thermal management for vehicles and is partner to automobile manufacturers around the world. Autoneum develops and produces multifunctional and lightweight components and systems for optimal protection against noise and heat. Autoneum's innovations make vehicles quieter, lighter and safer and help to reduce fuel consumption and emissions.



Four Business Groups

**55**

Production facilities  
worldwide

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Over  
**12 000**

employees worldwide



Represented in **25 countries**



Autoneum  
 Locations with minority shareholders  
 Associated companies and investments  
 Licensees

## Europe

- Belgium**
  - Genk
- Czech Republic**
  - Bor
  - Choceň
  - Hnátnice
- France**
  - Aubergenville
  - Blainville
  - Lachapelle-aux-Pots
  - Moissac
  - Ons-en-Bray
- Germany**
  - Grossostheim
  - Munich
  - Rossdorf-Gundernhausen
  - Sindelfingen
- Great Britain**
  - Halesowen
  - Heckmondwike
  - Stoke-on-Trent
- Hungary**
  - Komárom
- Italy**
  - Santhià
- Poland**
  - Katowice
  - Nowogard
- Portugal**
  - Setúbal
- Russia**
  - Ryazan
- Spain**
  - A Rúa
  - Valldoreix
- Sweden**
  - Gothenburg
- Switzerland**
  - Sevelen
  - Winterthur (HQ)

# Global presence

## SAMEA

- Argentina**
  - Córdoba
- Brazil**
  - Gravataí
  - São Paulo
  - Taubaté
- Iran**
  - Mashhad
- South Africa**
  - Rosslyn
  - Durban
- Turkey**
  - Bursa

## North America

- Canada**
  - London, Ontario
  - Tillsonburg, Ontario
- Mexico**
  - Hermosillo
  - Mexico City
  - San Luis Potosí
  - Silao
- USA**
  - Aiken, South Carolina
  - Bloomsburg, Pennsylvania
  - Jeffersonville, Indiana
  - Novi, Michigan
  - Oregon-Lallendorf, Ohio
  - Oregon-Wynn, Ohio
  - Sunnyvale, California
  - Jackson, Tennessee
  - Monroe, Ohio
  - Somerset, Kentucky
  - Tinley Park, Illinois
  - Valparaiso, Indiana

## Asia

- China**
  - Changsha
  - Chongqing
  - Shanghai
  - Shenyang
  - Taicang
  - Yantai
  - Guangzhou
  - Tianjin
  - Wuhan
  - Fuzhou
- India**
  - Behror
  - Chennai
- Indonesia**
  - Jakarta
- Japan**
  - Tokyo
- Malaysia**
  - Shah Alam
- South Korea**
  - Seoul
- Taiwan**
  - Taoyuan
- Thailand**
  - Laem Chabang
  - Chonburi

# Corporate Responsibility at Autoneum

Autoneum has committed itself to become the Corporate Responsibility benchmark among its industry peers. In 2017, this commitment was underlined by the adoption of the Corporate Responsibility Strategy 2025, which defines a set of ambitious environmental, social and ethical targets to be applied across the Group.

## Corporate Responsibility Strategy 2025

Autoneum takes the management of its environmental, social and ethical impact seriously. In 2017, the Company conducted a comprehensive internal screening of its activities in all dimensions of Corporate Responsibility and defined key challenges, strengths and opportunities for improvement. Based on this analysis, Autoneum has elaborated and adopted the Corporate Responsibility Strategy 2025 which defines Autoneum's long-term vision in four dimensions of Corporate Responsibility. Each dimension contains a set of strategic targets (see overview on page 7). These are supported by operative targets (see thematic chapters of this report). A systematic implementation is safeguarded by action plans which were developed in cooperation with key Corporate Functions: Research & Technology, Manufacturing, Human Resources and Legal & Compliance. Autoneum will disclose its progress towards the targets on an annual basis.

Furthermore, in 2017 Autoneum established four Strategic Focus Areas which will define its development trajectory towards the year 2025. One of these Focus Areas, "Advance Sustainability", defines five strategic initiatives aiming at the development of sustainable products, reduction of environmental impact, improving working conditions and establishing Group-wide frameworks for compliance and responsible procurement.

## Governance

The Group Corporate Responsibility function coordinates and advances all activities related to the environmental, social and ethical performance of Autoneum. The Corporate Responsibility Steering Committee, consisting of the CEO, the CFO and key Function Heads, oversees the implementation of the Corporate Responsibility Strategy 2025, monitors the environmental, social and ethical performance, manages risks and defines opportunities for improvement.

## Risk Management

Autoneum maintains a Risk Management System and procedures for detecting, reporting and managing risks. The Company regularly assesses general business-related risks such as strategic, operational, financial and litigation risks. At the same time, specific risks with Corporate Responsibility components – political, legal and compliance, organizational, environmental and work safety risks – are evaluated. An aggregate review of all identified risks and the measures to address them is performed on a semi-annual basis by the Risk Council, consisting of the Business Group Controllers and all Heads of Corporate Functions. The review results are reported in the Risk Report to the Board of Directors and Group Executive Board.

## Stakeholder Engagement<sup>1</sup>

In order to gain a holistic understanding of Autoneum's key Corporate Responsibility risks and opportunities, we engage in regular dialog with the key stakeholder groups in our stakeholder ecosystem. The various forms of engagement are described in the table "Autoneum in Dialog".

<sup>1</sup> Covering the disclosures GRI 102-42 and GRI 102-43.

**Autoneum in Dialog<sup>2</sup>**

<b>Employees</b>	Dialog between employees and managers, satisfaction surveys, idea management, Digital Collaboration System with integrated intranet
<b>Customers</b>	Development process of products and services, in-house fairs on customer premises, media, social media
<b>Financial Community</b>	Shareholder meetings, dialog with financial institutions and analysts
<b>Research</b>	Cooperation with universities, scientific lead or participation in conferences, hosting of students in R&T projects
<b>Media &amp; Public</b>	Communication through media events, publications, advertising, social media and website
<b>Local Communities</b>	Community engagement projects, plant visits, neighborhood dialog, open door events, one-on-one dialog with local authority representatives
<b>Civil Society</b>	Responding to enquiries, collaboration projects, memberships
<b>Industry Associations</b>	Memberships in various organizations, hosting events, participation in working groups <sup>3</sup>

**Materiality Assessment<sup>4</sup>**

To identify the Corporate Responsibility issues that are most relevant to Autoneum and its stakeholders, we conducted a materiality assessment in 2016. The results were elaborated in an internal workshop where the perspectives of subject matter experts from key Corporate Functions at Autoneum as well as of external stakeholder groups were systematically collected. Results were finalized in a review by Autoneum’s top management. The topics defined as material for Autoneum were selected for consideration within the GRI reporting framework – see table “Focus Areas and GRI Topics”. The next materiality assessment will take place in 2019.

**Focus Areas and GRI Topics<sup>5</sup>**



**Economic**

Economic Performance; Indirect Economic Impacts; Anti-Corruption; Anti-Competitive Behavior



**Environmental**

Materials; Energy; Water; Emissions; Effluents and Waste; Environmental Compliance



**Social**

Occupational Health & Safety; Training & Education; Diversity & Equal Opportunity; Non-Discrimination; Human Rights Assessment; Local Communities; Customer Health & Safety; Socioeconomic Compliance

**Transparency and Reporting**

This report has been prepared in accordance with the GRI Standards: Core option. It provides a comprehensive overview of Autoneum’s Corporate Responsibility activities while addressing all material topics. The report was submitted for the GRI Materiality Disclosures Service and GRI confirmed the correctness of the locations of materiality disclosures (GRI 102-40 to GRI 102-49), see GRI Content Index on page 34ff. In 2017, Autoneum also reported on its environmental performance by submitting a Climate Change Investor Response, Water Response and Supply Chain Response to the Carbon Disclosure Project (CDP).

<sup>2</sup> Covering the disclosures GRI 102-40, GRI 102-42 and GRI 102-43.

<sup>3</sup> In 2017, Autoneum’s industry association memberships included: Swissholdings, Swissmem, European Union Chamber of Commerce in China, Shanghai Association of Enterprise with Foreign Investment, Society of Indian Automobile Manufacturers, National Association of Brazilian Auto Parts Manufacturers (Sindipeças).

<sup>4</sup> Covering the disclosures GRI 102-43, 102-44 and GRI 102-46.

<sup>5</sup> Covering the disclosure GRI 102-47.

## Corporate Responsibility Strategy 2025

Vision	Strategic Targets
<p><b>Sustainable Products &amp; Production Processes</b></p> 	<ul style="list-style-type: none"> <li>100% of Autoneum innovation portfolio delivers improvements in sustainability</li> <li>Replace the least sustainable technologies of Autoneum with sustainable innovations</li> <li>Outperform international, national and OEM material compliance requirements</li> <li>Build a culture of environmental sustainability</li> <li>Continuously reduce material waste and increase recycling capacities</li> <li>Continuously reduce emissions and energy consumption</li> <li>Continuously reduce water consumption</li> </ul>
<p><b>Fair &amp; Attractive Workplace</b></p> 	<ul style="list-style-type: none"> <li>Continuously improve working conditions and the Employee Value Proposition of Autoneum</li> <li>Implement benchmark employee education framework for all Autoneum employees</li> <li>Implement comprehensive people development framework for all Autoneum employees</li> <li>Build and foster a culture of Diversity &amp; Inclusion</li> <li>Continuously reduce the number of workplace accidents</li> <li>Improve working conditions by reducing ergonomic exposure</li> <li>Implement a comprehensive Occupational Health &amp; Safety Management System</li> </ul>
<p><b>Good Corporate Citizenship</b></p> 	<ul style="list-style-type: none"> <li>Establish and maintain a robust and company-wide Governance, Risk &amp; Compliance (GRC) Framework</li> <li>Continuously increase Autoneum's positive impact on communities</li> </ul>
<p><b>Responsible Supply Chain Management</b></p> 	<ul style="list-style-type: none"> <li>Implement and maintain a robust and company-wide Responsible Procurement Framework</li> </ul>

# Strategy and Management Approach

Being the global market and technology leader in acoustic and thermal management for vehicles, Autoneum is continuously implementing the six strategic priorities set out in its corporate strategy. Our High Performance Culture, underpinned by defined Values and Principles, serves as the foundation of our long-term business success.

Technological expertise, an innovative product portfolio and a global presence geared towards customer needs and market demands are the key factors of Autoneum’s success. In order to further expand our existing global leadership in acoustic and thermal management, we keep an unwavering focus on the implementation of our six strategic priorities. Prior to every business decision we evaluate whether it is in accordance with these priorities and how it contributes to their fulfillment. Autoneum’s High Performance Culture, reinforced by our Values and Principles, forms the basis of the Company’s strategy.

## Autoneum’s Strategic Priorities



## Autoneum’s Values and Principles

A strategy geared only towards business success is not sustainable in the long run. At Autoneum, we live a High Performance Culture. This means that we expect our employees to perform at their best. At the same time, we provide the support necessary for their personal and professional development and enhance employee well-being by creating a safe, motivating and inclusive working environment. This culture has been developed by a global management team across all locations. It serves as both a framework and a guideline for the daily actions of Autoneum’s employees and must be exemplified by executives of the Company.

Autoneum’s corporate Values are:

**Passion | Accountability | Innovation | Global | Continuous Improvement | Simplicity**

These Values represent our Company as we want it to be. We live them through all our decisions and actions. Living these Values every day keeps us in line with our long-term Principles:

**Delight your customers | Enjoy your work | Fight for profits**



# Economic Performance

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2017 was a year of solid growth for Autoneum. The globally operating Company with production sites in all major automobile markets grew in line with the market and was able to maintain its profitability at the previous year's high level.

In 2017, the revenue of Autoneum adjusted for currency and divestment effects improved on a par with the market by 2.4%. Revenue consolidated in Swiss francs rose by 2.3% from CHF 2 152.6 million in 2016 to CHF 2 203 million. While the production growth rates in Europe and Asia were on a similar level to last year, the SAMEA region showed its first significant recovery in some time due to the strong growth in production in the key market of Brazil. These market dynamics were also reflected in Autoneum's revenue: In Europe, Asia and the SAMEA region, Autoneum increased revenue notably and was thereby able to offset the cyclical and demand-related decline in the USA, the key market of North America, and Canada.

The Company was able to maintain the high level of profitability achieved in the previous year: At 8.1%, the EBIT margin once again surpassed the 8% mark in 2017, but fell slightly short of the prior-year figure due to the volume decline in North America. In 2017, Autoneum made substantial investments in global, demand-driven capacity building and expansion, vertical integration and the introduction of new technologies at various sites. Investments in tangible assets totaled CHF 173.6 million and thus far exceeded the already high volume of the previous year.

**2 203**  
CHF million

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Revenue rose by 2.3% to CHF 2 203 million.



**173.6**  
CHF million

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Investments in tangible assets totaled CHF 173.6 million.

**8.1%**

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EBIT margin again exceeded 8% mark.

**118.5**  
CHF million

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Net profit amounted to CHF 118.5 million.

# Customers and Products

Autoneum develops and produces multifunctional and lightweight components and systems for optimal protection against noise and heat. Our innovations make vehicles quieter, lighter and safer and help reduce their fuel consumption and emissions.

### Technology Leadership

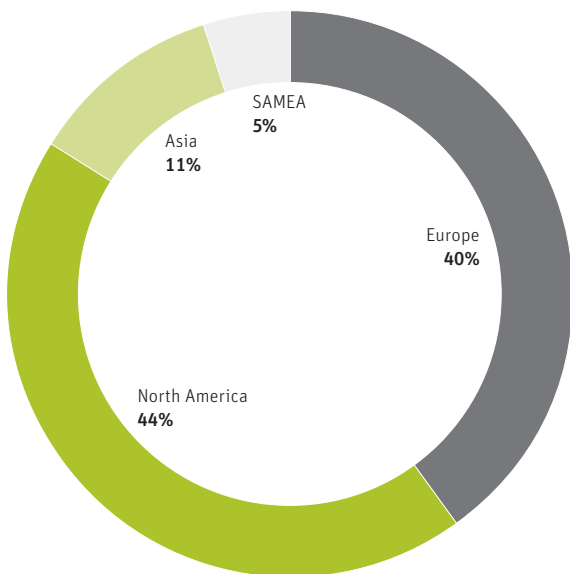
Autoneum is the global market and technology leader in acoustic and thermal management solutions for vehicles. We develop and produce components, modules and systems for the entire vehicle: the engine bay, the underbody, the interior floor and the body-in-white. We offer noise and heat protection in a variety of product packages for optimum compliance with increasingly specific customer requirements. At the same time, Autoneum's multifunctional and lightweight components reduce vehicle weight and therefore also fuel consumption and CO<sub>2</sub> emissions. The Company thus supports customers in fulfilling progressively tightening environmental and noise

regulations. Our innovations also enable them to efficiently address growing consumer demand for environmentally friendly cars.

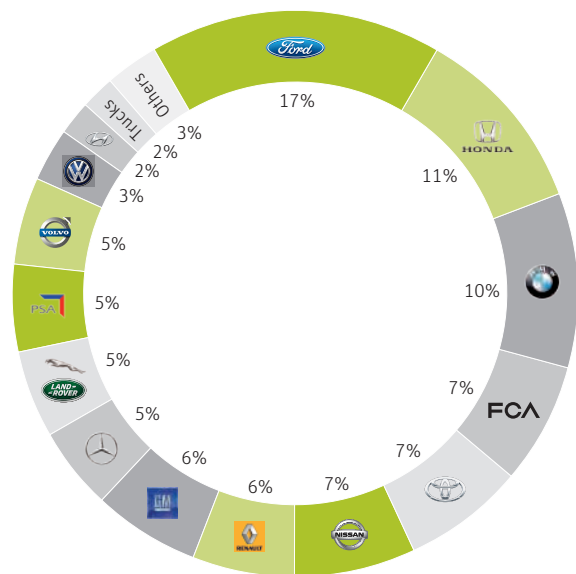
### Our Customer Portfolio

Autoneum's customers are the leading automobile manufacturers in the key markets of Europe, North & South America, Asia and Africa. Global presence and proximity to the customer is not only a key success factor but also a crucial competitive advantage of Autoneum. The charts below show an overview of the distribution of our revenue in 2017 according to Business Groups and key customers.

Share in Revenue by Business Group (BG)



Share in Revenue by Customer



### Engine Bay

For the engine bay, Autoneum has pioneered the key technology Theta-FiberCell which is used in engine encapsulations and engine top covers. Theta-FiberCell is a lightweight fiber-foam technology with noise reduction and thermal insulation properties and high temperature stability. Compared with conventional engine covers made of plastic, engine covers made of Theta-FiberCell are more than 50 percent lighter, which is equivalent to a weight reduction of up to one kilo per vehicle.



Theta-FiberCell – key technology for engine encapsulations

### Underbody

With underbody systems made of Ultra-Silent, Autoneum offers the most lightweight textile underbody systems for vehicles. This PET-based, glass-free mono-material resists water and heat and is fully recyclable. At the same time, Ultra-Silent absorbs sound and in doing so reduces vehicle noise by up to two decibels. Moreover, underbody systems made of Ultra-Silent are up to 50 percent lighter compared to equivalent components made of plastic.



Ultra-Silent – the lightest underbody technology on the market

### Interior Floor

Tune-It is the most recent innovation for a vehicle's interior floor. It is based on an innovative fiber combination in the carpet backing with which, for the first time, sound insulation and absorption can be tuned to the specific needs and geometry of the passenger cabin across the entire surface of the carpet. As a result, needle-punch carpets based on Tune-It provide ideal noise protection in the passenger cabin. Moreover, this carpet technology consists to 100% of PET which means that it is fully recyclable.



Tune-It – premium carpet quality

### Body Treatment


Autoneum's damping products can be used in numerous body-in-white areas and they noticeably increase the acoustic comfort in vehicles. Nero-Acoustics achieves a significantly better acoustic performance than conventional solutions. Thanks to its visco-elastic properties it fits perfectly onto the body-in-white, is up to 50 percent lighter than conventional damping materials and is also easier recyclable due to laminar particles in place of hollow microspheres.



Nero-Acoustics – acoustic benefit at low weight

# Innovation and Sustainability

With an uncompromising focus on innovation, Autoneum became the market and technology leader in acoustic and thermal management for vehicles. By integrating environmental and social criteria into our innovation process, we are systematically increasing the sustainability performance of our product portfolio – thereby taking our leadership to the next level.

Vision 2025	Strategic Targets	Operative Targets
Sustainable Products & Production Processes  	100% of Autoneum innovation portfolio delivers improvements in sustainability	All Autoneum innovations will achieve a <b>Sustainability Index of 60%</b> and the innovation portfolio will reach a total average of 65%
	Replace the least sustainable technologies of Autoneum with sustainable innovations	Identify the <b>three least sustainable technologies</b> of Autoneum, develop sustainable <b>alternatives</b> and actively promote them to customers
	Outperform international, national and OEM material compliance requirements	Strengthen and expand company-wide <b>Material Compliance Framework</b>

## Innovation Leadership

In order to maintain the Company’s market and technology leadership in the highly competitive automobile supplier industry, innovation is of strategic importance for Autoneum. Our Research & Technology (R&T) experts are the primary drivers of our innovation success. Approximately 90 R&T employees – including engineers, chemists, physicists and product designers – at our Group’s headquarters in Winterthur, Switzerland, are continuously working on new ideas aiming at the next technical breakthrough in acoustic and thermal management. More than 200 employees work at twelve state-of-the-art Acoustics and Development Centers worldwide. In this diverse network of experts, regular know-how transfer takes place on technologies, products and production processes. R&T experts, in cooperation with the Strategy and Marketing department, analyze the potential impact of coming

disruptions like electrification, autonomous driving and digitalization and launch projects to develop breakthrough innovations in line with these trends.

Autoneum supports customers both in the development of new vehicles and in the advancement of existing models. For this purpose, we have developed a variety of measurement systems and simulation software programs, some of which have become the global industry standard used by vehicle manufacturers as well as suppliers. These tools enable us to adjust the material composition, thickness or density of a product during the design phase, ensuring that customer requirements are fully met. Furthermore, by optimizing isolation and insulation properties of components, we achieve a perfect balance between acoustic and thermal performance and product weight. Our products are becoming progressively lighter, which means that

vehicles with Autoneum components consume less fuel, have lower emissions and therefore support our customers' compliance with statutory noise and emissions regulations.

### Sustainable Products

We integrate sustainability criteria in all stages of the innovation process. In the Autoneum technology road-mapping program, as a first step we screen emerging technologies using a Balanced Scorecard based on five evaluation dimensions: emergence, portfolio improvement, portfolio enlargement, simplicity and sustainability. Within the sustainability dimension, waste, energy, recycling and emission (noise and CO<sub>2</sub>) aspects of the emerging technology are evaluated. A low score in the sustainability dimension leads automatically to dismissal of the technology, even if the scores in the other dimensions are sufficient. Technologies with a high sustainability score are then turned into innovation proposals and presented to top management. After approval, the development process starts.

As the process unfolds and the various options for turning the technology into a product become visible, a second, more detailed sustainability evaluation follows. During this evaluation, the Autoneum Sustainability Index of the product is calculated. This index is comprised of 14 criteria evaluating the sustainability performance of the product along all four phases of the life cycle: raw material composition, production process, service life of the product and the method of disposal at the end of product life. The evaluation reveals at what stage the product will have the potentially largest sustainability impact, thus enabling further adaptation and optimization.

As part of its commitments within the Corporate Responsibility Strategy 2025, Autoneum has defined two targets related to product sustainability. Firstly, we have committed ourselves to ensuring that 100% of our innovation portfolio will deliver improvements in sustainability by 2025. Broken down into operative targets, this means that all Autoneum innovations released as of 2018 will achieve a Sustainability Index (SI) of at least 60% and that the total average SI of the innovation portfolio will increase to 65% by 2025. In order to define the baseline, we screened our innovation portfolio in 2017 and established its current average SI at 56%. Secondly, Autoneum has committed itself to identifying the least sustainable technologies it is currently offering and to gradually replacing them with more sustainable alternatives. For this purpose, in 2017 we assessed and graded all Autoneum technologies with a sustainability scoring methodology. As of 2018, we will start developing alternatives for Autoneum's three least sustainable technologies – and will actively promote these to our customers.

### Consumer Safety: Reducing Levels of Volatile Organic Compounds (VOCs)

As a supplier to all major automobile brands, the health, safety and comfort of the end consumer is critical for Autoneum. Automobile manufacturers apply strict thresholds concerning the presence of volatile organic compounds (VOCs) in the passenger cabin. In cars, VOCs are typically small carbon-based molecules such as formaldehyde, acetaldehyde, benzene or hydrocarbons that are released into the air over time from some components in the car (such as plastics, rubbers, foams and adhesives). VOCs are responsible for the "new car smell" which can be unpleasant to end consumers; in larger amounts, VOCs can even have a negative impact on human health. In 2017, we have further developed our key competencies in the area of VOC control. We have upgraded the equipment in our labs which will enable better testing and analysis of VOC content in Autoneum products. Furthermore, we have introduced a new methodology for a more accurate analysis of polyurethane foam, a material which can potentially have high VOC emissions. These new tools will support the development of products which can help Autoneum's customers to further optimize vehicle interior air quality (VIAQ).

### In the Spotlight: Tune-It

With Tune-It, Autoneum launched its latest innovation for carpet systems that set themselves apart through custom-tailored acoustic performance, light weight and an excellent environmental footprint. Tune-It is based on an innovative fiber combination in the carpet backing with which, for the first time, sound insulation and absorption can be tuned to the specific needs and geometry of the passenger cabin across the entire surface of the carpet. Thanks to this technological quantum leap it is now possible to define the optimum insulation and absorption performance already during the development phase of new vehicle models by means of computer-aided simulations. As a result, needle-punch carpets based on Tune-It provide ideal noise protection in the passenger cabin. In addition, given a weight advantage of up to 25% compared to standard needle-punch carpets, components based on Tune-It also support reduced fuel consumption and less vehicle emissions. Moreover, this carpet technology consists to 100% of PET, which means that it is fully recyclable. Compared to conventional carpet molding, where non-recyclable production waste can constitute as much as 30% of the total, production scrap of Tune-It can be processed into pellets and completely returned into the carpet manufacturing process in the form of fibers.

# “The future will be quieter”

Interview with Dr Maurizio Mantovani,  
Head of Research & Technology at Autoneum

**Autoneum opened the Competence Center New Mobility (CCNM) in Sunnyvale (California), USA, at the beginning of 2017. What were the main achievements of the CCNM in the past year?**

I am proud to say that within a very short time we were able to set up a high-performing team including local experts with a solid track record in the automotive industry. We have built an acoustic lab and all members of the team were trained in Autoneum’s key simulation tools. Already in its first year of existence, the CCNM has launched several predevelopment projects with customers and innovation projects in collaboration with the

public immediately, it is therefore extremely important for us to be “close to the source” when groundbreaking innovations are released.

**Please describe a typical customer project that the CCNM is involved in.**

The CCNM is currently working on five complex predevelopment projects, all of them with emerging automobile manufacturers. One example is Lucid Motors, a startup developing electric vehicles for the luxury segment. Autoneum is working with this client on all aspects of acoustic predevelopment for the model Lucid Air: acoustic target setting, material selection, component development and interior design. When the

**Looking at the bigger picture, how will Autoneum as a company benefit from emerging new mobility trends?**

Electrification is no doubt a major trend that has the potential to fundamentally change the way we use transportation. There are numerous acoustic challenges related to electromobility. Contrary to the common perception that electric cars are quieter than traditional ones, tests show that actually this is true only when driving at low speeds and when accelerating. At a constant speed above 50 km/h noise levels become comparable to those of cars with combustion engines. This means that although powertrain noise is reduced in the electric car, other noise sources – such as road noise, fans and pumps and high-frequency tones generated by electronic drive components – become more significant. Furthermore, due to comparatively heavy batteries on board, electric vehicles simultaneously require an additional weight reduction through the use of lightweight components. Finally, there are also thermal challenges: Without waste heat from the engine, the passenger cabin of an electric vehicle requires much better thermal insulation than that of a vehicle powered by a combustion engine. Autoneum’s innovative acoustic components can shield the passenger cabin from both cooling and heating, thereby reducing the energy needed for air-conditioning. For Autoneum, developing solutions to increase acoustic and thermal comfort in such a new environment is an interesting business opportunity.

**For Autoneum, developing solutions to increase acoustic and thermal comfort in electric cars is an interesting business opportunity.**

Research & Technology department in Winterthur. Our CCNM employees actively engage with universities and research institutes and explore cooperation possibilities with emerging automobile manufacturers. A special focus is placed on projects around disruptive materials, including materials deriving from biosources. Research results generated in these projects are often not made

model is produced in series, Autoneum will provide key components of the sound package, such as absorbers and insulators for the interior and the powertrain. The project with Lucid Motors is a good example of how Autoneum both contributes to and benefits from innovation projects with emerging players in new mobility.



### Are there opportunities related to autonomous driving as well?

This is an emerging trend with high innovation potential for Autoneum. In the future, intelligent components and technologies will likely take over driving functions. Consumers will be able to use their time in the car for other activities, such as business meetings, phone calls or relaxation. This means increasing expectations regarding the user experience. Autoneum is benefiting from this trend because our multifunctional products for acoustic and thermal management can make a significant contribution to quality perception by increasing driving comfort and ensuring optimal acoustics in the passenger cabin. In other words: We can say that with emerging new mobility trends, the future will likely be much quieter – and we can play an active role in that.

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**Autoneum has made important strategic commitments to improve the sustainability performance of its existing product portfolio as well as of all future innovations.**

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### How do growing consumer expectations regarding sustainability influence Autoneum?

Consumers are becoming increasingly conscious of the environmental and social challenges the planet is facing today and are also asking critical questions about the products they buy. This type of consumer behavior was strongly associated with food, beverage

and textile products in the past, but the trend is now becoming visible also in the automotive industry: People want to know what their car is made of. Autoneum recognizes this as an important industry trend and has made strategic commitments to improve the sustainability performance of its existing product portfolio as well as of all future innovations.

# Compliance

Being a good corporate citizen means maintaining consistently high legal and ethical standards in all our relationships. Preserving Autoneum’s credibility and good reputation is essential for our business success. We have defined the strategic commitment to further strengthen our compliance framework, thereby deepening the integration of compliance principles in our company culture.

Vision 2025	Strategic Target	Operative Targets
<p data-bbox="129 1093 304 1155">Good Corporate Citizenship</p> 	<p data-bbox="355 1081 738 1178">Establish and maintain a robust and company-wide Governance, Risk &amp; Compliance (GRC) Framework</p>	<p data-bbox="810 1081 1353 1144">Implement and maintain company-wide <b>Compliance Management System</b> based on <b>ISO 19 600</b></p> <p data-bbox="810 1173 1334 1236">Strengthen and expand company-wide <b>compliance risk assessment</b> and <b>audit</b> framework</p> <p data-bbox="810 1265 1425 1328">Continuously develop the <b>training &amp; awareness</b> framework and maintain <b>completion rate</b> at <b>95%</b></p>

At Autoneum, we not only abide by all applicable international and local laws and regulations of the countries we operate in, but also act in line with our Company’s Values, Principles, the Code of Conduct as well as other internal regulations and directives. All Autoneum employees have to sign the Code of Conduct as part of their work contract and to comply with the provisions stipulated therein. Apart from the principles defined in our Code of Conduct and complementary directives and guidelines, we respect the UN Declaration on Human Rights, the International Labor Organization’s (ILO) fundamental conventions and the Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Companies.

Within the dimension “Good Corporate Citizenship” of the Corporate Responsibility Strategy 2025, Autoneum has defined the commitment to establish and maintain a robust and Company-wide Governance, Risk and Compliance (GRC) Framework. This shall ensure that compliance principles are integrated comprehensively into all decision-making processes as well as the culture of the organization. The strategic target will be supported by operative measures such as further enhancement

of the Compliance Management System based on the recommendations of the ISO 19 600 Guidelines, as well as strengthening Autoneum’s global frameworks for compliance risk assessment, audit and training.

### Governance & Risk Management

The Board of Directors, Autoneum’s highest governance body, defines and adopts the Group’s compliance strategy and addresses key compliance risks. The Group Executive Board carries overall responsibility for operational compliance, assessment of compliance risks and implementation of the Group’s compliance strategy. The Compliance Council – consisting of the CEO, the CFO, the Head Legal & Compliance, the Compliance Officer, the Head Internal Audit and the Head Human Resources – develops the Compliance Program, monitors progress and evaluates compliance incidents. The Legal & Compliance department manages the implementation and safeguards the continuous improvement of the Compliance Program: It defines the compliance policy framework, establishes internal processes, coordinates initiatives, manages training and learning programs, and ensures that



the organization is compliant with the law as well as internal regulations and directives. Furthermore, at the end of 2017, a Group-wide compliance risk assessment involving a representative sample of employees from all levels of the organization was conducted. The survey comprised a total of 36 questions related to various compliance risks that can potentially occur in the daily business of the Company. The results are currently part of an internal risk evaluation process.

**Policy Framework**

The Code of Conduct is the centerpiece of Autoneum’s compliance policy framework. It describes our commitment to comply with relevant international and local laws and regulations, defines the fundamental rules of employee conduct and helps cultivate business relationships that are based on the principles of truth and honesty. It is essential that Autoneum’s employees act in accordance with the Code of Conduct at all times, because non-compliance can jeopardize business relationships, lead to financial loss, fines and reputation damage, and can have severe personal consequences. The Code of Conduct is complemented by a range of specific internal directives. For example, our suppliers have to abide by the Code of Conduct for Suppliers, which is an integral part of all supplier agreements and contains rules of conduct pertaining to labor and human rights, health and safety, the environment, material compliance and business ethics. Furthermore, in 2017 we introduced a Cybercrime Directive, describing preventive measures and correct behavior in the case of data breaches, industrial cyber espionage, phishing attacks or ransomware attacks.

**Reporting Compliance Incidents**

Autoneum operates a global Speak Up Line, which enables employees, customers and suppliers as well as all other external stakeholders of the Company throughout the world to report violations of the Code of Conduct and other regulations securely, confidentially and, on request, anonymously.

The Speak Up Line constitutes an additional option to Autoneum’s existing internal channels (i.e. reporting incidents to a superior, the Human Resources department or the Legal & Compliance department). In 2017, seven reports were raised via the Speak-Up Line. There were no legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust legislation in which the organization has been identified as a participant. Furthermore, there were no confirmed incidents of corruption in 2017.

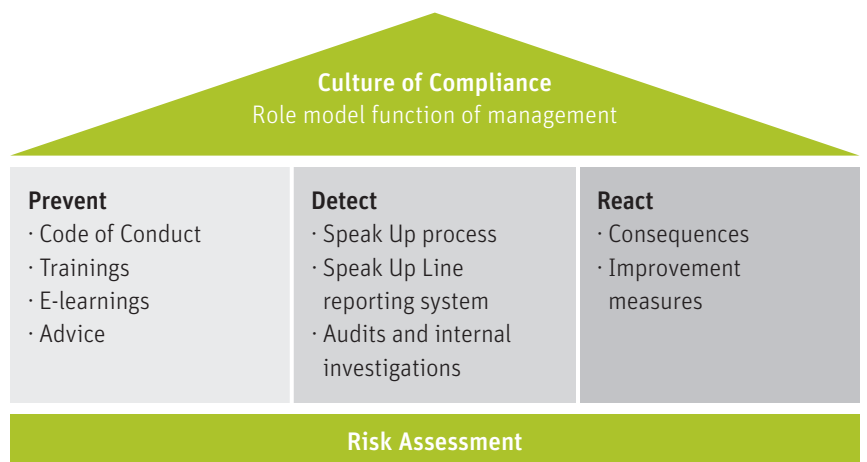


**Communication and Training**

In 2017, Autoneum took several steps to improve employee awareness about compliance-related topics. A cybersecurity survey was conducted globally with the aim to measure employee knowledge in this area and to identify potential gaps. Furthermore, campaigns on cybersecurity and the Speak Up Line were implemented at all Autoneum locations. In order to sensitize our employees to key compliance issues and policies, a comprehensive e-learning program was implemented in 2015. Over the last two years, employees with computer access were successively trained in four compliance topics: Code of Conduct (completion rate: 92.7%), Preventing Bribery and Corruption (95.8%), Preventing Anti-Competitive Practices (98.1%) and Cybersecurity (66%<sup>6</sup>). In order to reach operators who have no access to computers, the Legal & Compliance department has trained all plant managers and local HR representatives to perform face-to-face trainings of the Code of Conduct. More than 5 600 plant employees were trained in a series of classroom sessions. The total completion rate for both online and offline staff reached almost 85%. Going forward, it is our firm commitment to achieve a 95% training completion rate for all compliance trainings and maintain it on a year-by-year basis.

**Compliance Program**


Autoneum’s Compliance Program is based on three pillars: We strive to prevent, detect and, if necessary, react to any violations of the law or the Code of Conduct.



<sup>6</sup> The Cybersecurity training cycle was launched in November 2017. Percentage reflects the completion rate as of December 31, 2017. In 2018, the training was continued.

# Supply Chain

Autoneum pursues the same values and principles in its supply chain as it does within its own boundaries. We are committed to continuously increase the transparency of our supply chain, working together with suppliers on improving their environmental, social and ethical performance. By sourcing responsibly, we aim to fulfill the expectations of both our customers and end consumers.

Vision 2025	Strategic Target	Operative Targets
<p data-bbox="129 1093 276 1189">Responsible Supply Chain Management</p> 	<p data-bbox="355 1081 743 1178">Implement and maintain a robust and company-wide Responsible Procurement Framework</p>	<p data-bbox="810 1081 1342 1178">Implement and maintain <b>responsible procurement practices</b> based on the <b>ISO 20 400</b> Guidance for Sustainable Procurement</p>
		<p data-bbox="810 1211 1315 1274">Ensure that <b>all Autoneum suppliers</b> comply with the <b>Code of Conduct for Suppliers</b></p>
		<p data-bbox="810 1305 1385 1368">Establish <b>supplier risk monitoring system</b> and manage risks on an ongoing basis</p>
		<p data-bbox="810 1400 1323 1462">Establish <b>supplier audit mechanism</b> and conduct regular <b>on-site audits</b></p>

Autoneum supplies automobile manufacturers globally with components and technologies subsumed under the four product lines Engine Bay, Interior Floor, Underbody and Body Treatment. We operate 55 production facilities and are active in 25 countries, creating substantial demand in direct spend (materials that are directly incorporated into a product) and indirect spend (goods and services supporting the production process, such as machinery, energy or travel services).

Autoneum’s total procurement spend in 2017 amounted to CHF 1 179 million. Our supplier universe currently consists of approximately 1 250 direct spend suppliers and several thousand indirect spend suppliers. Depending on their distance to Autoneum locations, we differentiate between global, regional and local suppliers. Within the direct spend category, Autoneum sources materials from a total of 49 material families. From these we have identified ten Global Material Families which are of strategic importance to Autoneum, as they contain materials which are used by most of our operations globally. These include yarn, aluminum, fibers, cotton shoddy, phenolic resins and others. The Global Procurement Leader organization is responsible for the analysis of global supply chain risks, implementation of standards and specifications, improving transparency and forecasting volatile market requirements.

### Responsible Supply Chain Management

It is an integral part of Autoneum's Corporate Responsibility to pursue the same values and principles in its supply chain as it does within its own company boundaries. We require all suppliers to sign and operate in accordance with our Code of Conduct for Suppliers, and to comply with all applicable laws and regulations. The Code of Conduct for Suppliers defines key principles in the following areas: labor and human rights, health and safety, the environment, material compliance and business ethics. In the case of its most business-critical suppliers, Autoneum conducts a Supplier Quality Assessment (SQA), which is an internal audit mechanism that assesses a variety of factors related to quality, health & safety and the environment.

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**We require all suppliers to sign, and operate in accordance with, our Code of Conduct for Suppliers, and to comply with all applicable laws and regulations.**

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Going forward, Autoneum has defined the strategic target to implement and maintain a robust and Company-wide Responsible Procurement Framework, based on the principles and practices of the ISO 20 400 Guidance for Sustainable Procurement. As part of this framework, we will ensure that all our suppliers sign and comply with the Code of Conduct for Suppliers at all times, regardless of their geographic location. Furthermore, we will establish a system for monitoring environmental, social and ethical risks in our supply chain, and manage risks on an ongoing basis. In addition, regular audits will be conducted at the sites of strategic suppliers, assessing their compliance with the principles defined in the Code of Conduct for Suppliers.

### Material Compliance

Autoneum's Material Compliance team is responsible for developing processes and tools that ensure the materials purchased and used in our products conform with both legal and customer requirements. Material compliance is essential to protect the health and safety of the final consumers who drive cars equipped with Autoneum components. Autoneum recorded no incidents concerning the health and safety impacts of our products during the reporting year.

In 2017, the new Compliance Process Manager tool was rolled out globally. This best practice instrument ensures supplier compliance with material specifications and thresholds defined by legal regulatory frameworks such as REACH<sup>7</sup> and GADSL<sup>8</sup> as well as automobile manufacturers. It builds on Autoneum's existing databases and helps us and our suppliers monitor regulatory changes in a single platform and adapt to them in a synchronized and timely manner.

The materials we purchase also have to comply with the Dodd-Frank Act, which requires all companies producing in the USA to ensure that the raw materials they use are not so-called "conflict minerals" – i.e. gold or ores used for the production of tin, tantalum or tungsten that are tied in any way to the armed conflict in the Democratic Republic of Congo (DRC). To this end, all our suppliers whose materials are utilized in products sold to US-American companies are obliged to audit their mineral supply chains on an annual basis and to disclose whether any of the minerals originated in the DRC or an adjoining country. In 2017, 90% of suppliers serving our largest Business Group North America have fulfilled their reporting obligations regarding conflict minerals. As of 2018, we will work on progressively increasing the response rate of suppliers in all Business Groups.

Going forward, Autoneum has committed itself to consistently outperform material compliance requirements defined by international and national standards as well as automobile manufacturers. This will be safeguarded by continuously strengthening and expanding our Material Compliance framework, which means ensuring that all suppliers fulfill their reporting obligations via the mechanisms described above. In this way we can ensure that Autoneum products remain free of harmful substances at all times (see also related target in the "Innovation and Sustainability" chapter).

<sup>7</sup> Registration, Evaluation, Authorization and Restriction of Chemicals (EC 1907/2006).

<sup>8</sup> Global Automotive Declarable Substance List.

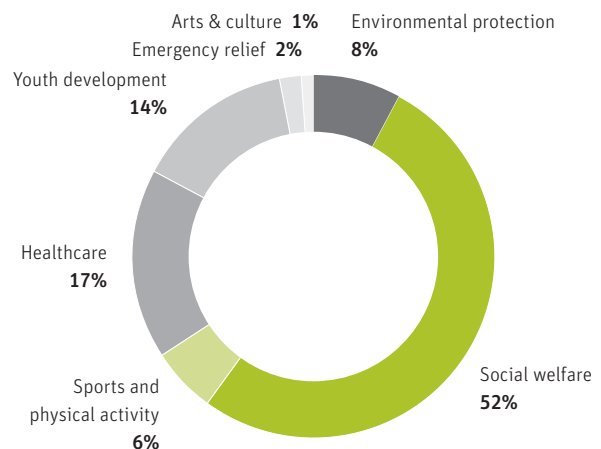
# Community Engagement

With a presence spanning 55 production facilities worldwide, cordial relations with surrounding communities are crucial for Autoneum. We build lasting ties with local stakeholders through a broad range of community engagement projects and are committed to continuously increase our positive impact on them.

Vision 2025	Strategic Target	Operative Targets
<p><b>Good Corporate Citizenship</b></p> 	<p>Continuously increase Autoneum’s positive impact on communities</p>	<p>Support social &amp; <b>community engagement</b> activities of Autoneum employees with <b>incentive structures</b></p> <p>Implement <b>corporate philanthropy projects</b> on Autoneum <b>Group level</b> on an annual basis</p> <p>Implement <b>local community engagement</b> projects in <b>all Autoneum locations</b> on an annual basis</p>

Autoneum aims to act as a responsible corporate citizen and to engage with local communities in a meaningful and effective manner. Our community activities are regulated by the “Autoneum Guideline for Contributions”. The Guideline defines the rules and procedures for donations, sponsoring and community engagements on a global level. It is mandatory for each site to define and implement at least one community project a year. Projects are developed based on the proposals of sites or on grassroots ideas identified in interaction with the local community.

In 2017, Autoneum implemented close to 100 community projects across all four Business Groups worldwide (see graph for breakdown of projects according to focus area). Around 1 100 Autoneum employees played an active role as volunteers. For example, 90 Autoneum employees in Novi (Michigan),



USA, joined over 11 000 other volunteers mobilized by the nonprofit organization “Life Remodeled”, with the aim to clean blight in the city of Detroit. Together they cleaned up 300 city blocks over six days. In Aubergenville, France, employees have once again participated in the “Pink March for Breast Cancer Prevention”. The funds raised were donated to the association “La Note Rose” which is active in both breast cancer prevention and patient care. Further examples include our plant in Gravataí, Brazil, where 20 Autoneum employees – in cooperation with the community association “Amarron” – supported 150 needy children with donations and by attending a Christmas party together. Finally, our Behror site in India organized a blood donation campaign with the participation of 44 Autoneum employees as well as employees of other companies in the surrounding area.

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**In 2017, Autoneum implemented close to 100 community projects across all four Business Groups worldwide. Around 1 100 Autoneum employees played an active role as volunteers.**

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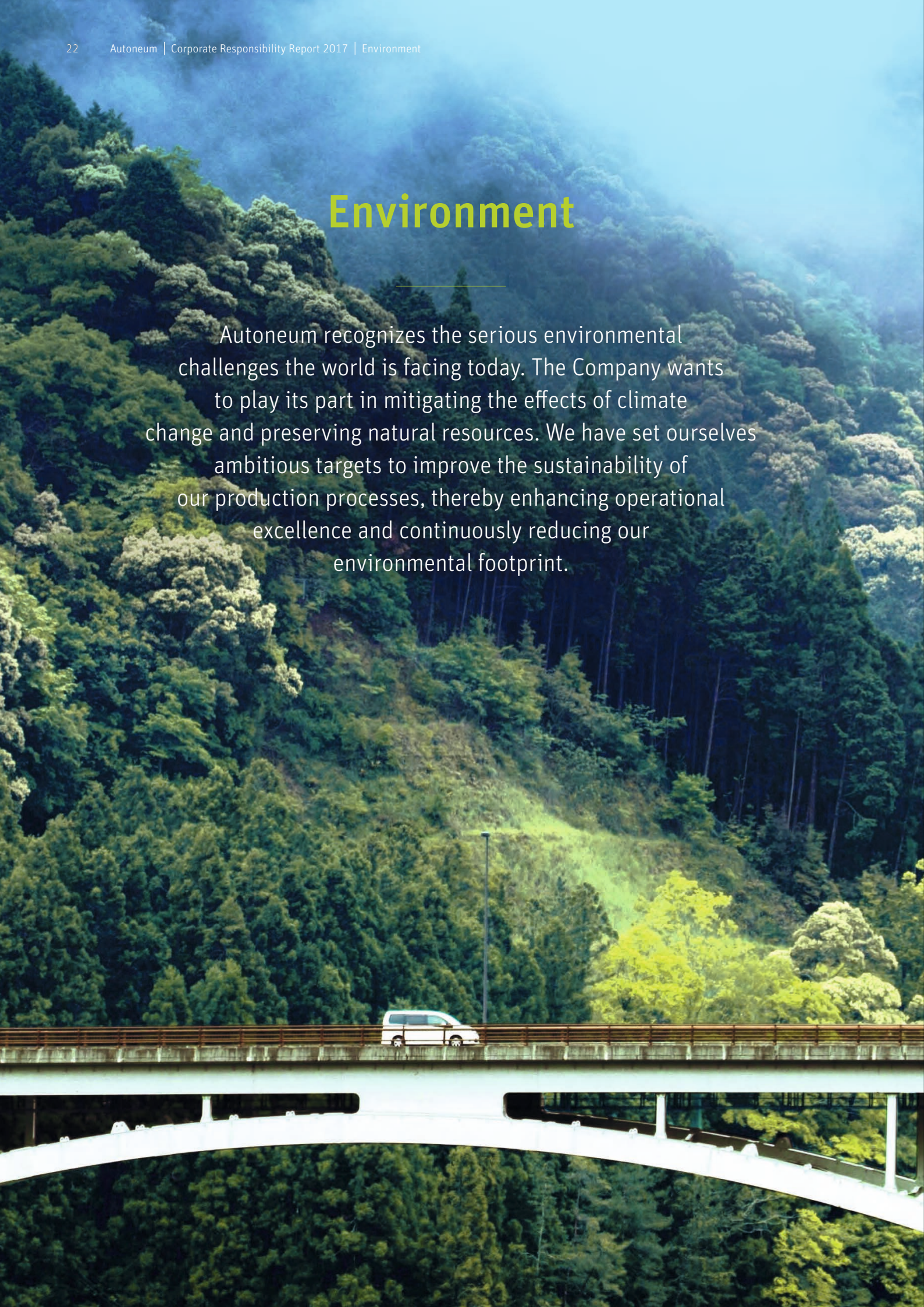
Within the dimension “Good Corporate Citizenship” of the Corporate Responsibility Strategy 2025, Autoneum has committed itself to continuously increase its positive impact on communities. On an operative level this means that community engagement projects will have to show measurable improvements every year that are based on a comprehensive set of indicators, such as the number of beneficiaries affected by the project, budgets spent and the number of Autoneum volunteers involved. In addition, Autoneum will create incentive structures to motivate employees to dedicate their time and energy to community projects. In line with this commitment, Autoneum will conduct the second round of its Social Engagement Award in 2018. The award will encourage employees to submit their own, privately conducted charitable or volunteering activities to a Group-wide contest. The winner of the award will receive valuable additional support for their project from Autoneum.


#### **Global Corporate Philanthropy Project: Bookbridge**

In 2017, by joining the Capability Program of the nonprofit organization Bookbridge, Autoneum engaged for the first time in a corporate philanthropy project on a global level. Bookbridge specializes in capacity building and business skills development through experiential learning. The aim of the Capability Program is to create financially self-reliant learning centers in developing countries. This six-month part-time program provided three Autoneum employees with a unique chance to co-create two learning centers in Khvod, Mongolia, and Siem Reap, Cambodia, thereby contributing to job creation and the overall economic development of these communities. The program will be continued in 2018.

# Environment

Autoneum recognizes the serious environmental challenges the world is facing today. The Company wants to play its part in mitigating the effects of climate change and preserving natural resources. We have set ourselves ambitious targets to improve the sustainability of our production processes, thereby enhancing operational excellence and continuously reducing our environmental footprint.



Vision 2025	Strategic Targets	Operative Targets <sup>9</sup>
<b>Sustainable Products &amp; Production Processes</b>  	Build a culture of environmental sustainability	All Autoneum plants achieve <b>ISO 14 001</b> certification
	Continuously reduce material waste and increase recycling capacities	Reduce <b>non-hazardous waste intensity</b> by <b>40%</b> Reduce <b>landfill waste intensity</b> by <b>50%</b>
	Continuously reduce emissions and energy consumption	Reduce <b>fossil fuel intensity</b> by <b>4%</b> and <b>Scope 1 emissions intensity</b> by <b>10%</b> Reduce <b>electricity intensity</b> by <b>10%</b> and <b>Scope 2 emissions intensity</b> by <b>10%</b> Continuously reduce <b>Scope 3 emissions</b>
	Continuously reduce water consumption	Reduce <b>water intensity</b> by <b>25%</b>

### Policy and Governance

Autoneum defines the key principles of its environmental management – alongside with quality, health and safety and operational excellence aspects – in the Autoneum Management Policy. With this policy, we commit ourselves to prevent environmental impact, to manage risks in respect of natural hazards and business interruption, to use all resources over the entire life cycle efficiently, to focus on sustainable actions within all business areas and to be compliant with laws, provisions, regulations and internal guidelines. The Management Policy is complemented by a range of issue-specific internal policies addressing the management of emissions, waste, waste water, chemicals and hazardous substances. Furthermore, we expect all our employees to behave in an environmentally friendly and safe manner. Our approach is defined by the “15 Principles for Good Environment, Health and Safety Behavior”, with five principles addressing manager behavior and ten principles applying to all employees. Autoneum’s environmental policies and processes are governed by the Group Manufacturing department. Global activities are coordinated by the Environment, Health & Safety (EHS) Steering Committee, consisting of the Head of Group EHS, the Group EHS Team and EHS representatives from all four Business Groups of Autoneum. Eco-efficiency projects are rolled out under the supervision of the Head Environmental Optimization of Processes, in cooperation with plant managers and EHS representatives at the respective locations.

### Management System for Environment, Health & Safety

The aim of Autoneum’s Environment, Health & Safety Management System (MEHS), launched in 2014, is to implement consistent EHS standards at all Autoneum locations worldwide and to continuously improve EHS performance. To assure comparability at a global level, MEHS is based on international

and national laws and regulations, as well as environmental management system (ISO 14 001) and occupational health and safety management system standards (OHSAS 18 001). At the end of 2017, 80% of our plants were audited against MEHS requirements, reaching a Group average compliance of 82% (2016: 75%)<sup>10</sup>. The audit of the remaining locations is scheduled for 2018. One case of non-compliance with environmental legislation was recorded at a production site in China, resulting in a fine of CHF 15 000. Furthermore, at the end of 2017 40 of our 55 production facilities were externally certified according to ISO 14 001. In order to support the implementation of MEHS worldwide, Autoneum has developed a specialized MEHS training program for EHS functions. The trainings cover environmental topics such as emission, water, waste and energy management as well as overall sustainability management.

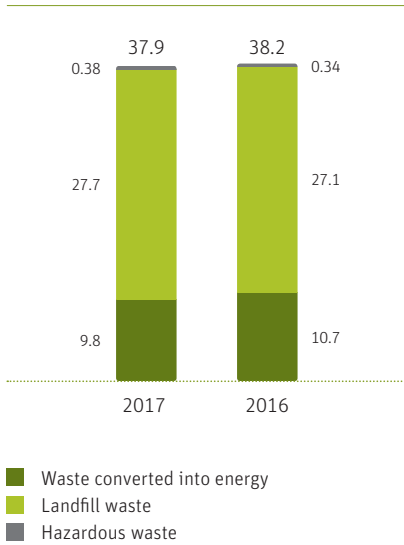
### Sustainable Production Processes

As a manufacturing company, the continuous improvement of eco-efficiency is crucial for Autoneum. The sustainable use of natural resources helps us reduce our environmental footprint and yields additional cost savings, thereby contributing to operational excellence. In 2017, Autoneum implemented in total 42 eco-efficiency projects at 31 production sites. Going forward, Autoneum has defined ambitious Group reduction targets related to waste, energy, water and emissions with 2017 as the baseline (for a full overview of targets, see table above). The targets will be achieved by a gradual and systematic roll-out of best practice eco-efficiency projects in all Autoneum locations. Furthermore, we will strengthen our culture of environmental sustainability by a consistent implementation of ISO 14 001 in all current and future plants of Autoneum, and the global roll-out of trainings with a focus on environmentally efficient behavior.

<sup>9</sup> For intensity figures see overview “Environmental Key Performance Indicators” on page 26.

<sup>10</sup> Excluding UGN.

**Waste Intensity**  
(metric tons per CHF million revenue)



## Waste and Recycling



Autoneum’s overall waste intensity<sup>11</sup> has further decreased by 0.8% compared to last year. At the same time, hazardous waste intensity increased by 10.7% due to a significant increase of hazardous waste volumes at our plant in Heckmondwike, United Kingdom. Furthermore, landfill waste intensity has increased by 2.2%. This is due to the fact that our Guangzhou plant in China has introduced a technology which currently does not have a reclaiming solution. In 2017, Autoneum has reached an impressive 24.2% increase of recycled waste intensity. This is a result of the ongoing expansion of reclaiming

and recycling capacities at our plants: In 2017, we implemented in total 14 recycling projects at eleven locations. As an example, in our Gundershausen plant in Germany, we rolled out a novel technology to reclaim the waste generated in the production process of Ultra-Silent-based components. Furthermore, the Autoneum plant in Oregon (Ohio), USA, has increased the volumes of reclaimed thermoplastic felt by 25% by optimizing the capacity of the reclaiming equipment.

**Energy Intensity**  
(MWh per CHF million revenue)



## Energy



Autoneum’s energy intensity<sup>12</sup> further decreased by 3.4% in 2017. Within the energy mix, fossil fuel intensity was reduced by 0.6% and electricity intensity by 5.6%. This is a result of continued and substantial investments in energy consumption reduction projects. In 2017, we implemented nine projects focusing on fossil fuel reduction and 15 projects aimed at electricity consumption reduction, in 25 locations in total. For instance, at our plant in

Nowogard, Poland, the heat collected by the waste exhaust system is now recovered and reused in the plant for heating purposes. Furthermore, we have optimized the electricity consumption of our Heckmondwike plant by identifying and repairing air leakage in compressed air circuits, resulting in annual savings of more than 350 MWh.

<sup>11</sup> "Waste Intensity" refers to the volume of waste in metric tons per CHF million revenue.

<sup>12</sup> "Energy intensity" refers to energy consumption in MWh per CHF million revenue.



## Emissions

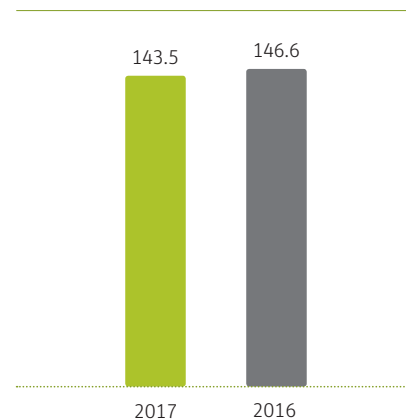


Autoneum's overall CO<sub>2</sub> intensity<sup>13</sup> has decreased by 2.1% this year. The intensity of Scope 1 CO<sub>2</sub> emissions – a direct result of the Company's production processes, fossil fuel consumption of ovens or steam production in boilers – has slightly increased by 0.7%. This is a result of the increased coal consumption of our US plant in Bloomsburg. At the same time, the intensity of Scope 2 CO<sub>2</sub> emissions – resulting from the Company's electricity consumption – has decreased by 3%. This is due to the reduction of electricity consumption (see description under "Energy"). Scope 3 CO<sub>2</sub> emissions are a consequence of an

organization's activities, but occur from sources not owned or controlled by the organization. In 2017, Autoneum calculated Scope 3 CO<sub>2</sub> emissions related to approximately one third of the total volume of purchased materials, as well as inbound logistics activities and business travel<sup>14</sup>. In 2018 we will continue working on refining our data basis and calculation framework.

### CO<sub>2</sub> Intensity

(metric tons CO<sub>2</sub>e per CHF million revenue)



## Acidification Potential

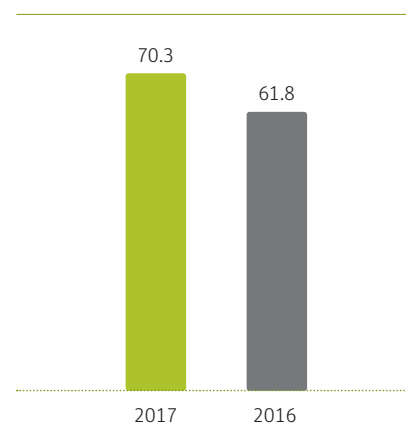


Acidification potential is expressed in sulfur dioxide equivalents which result from burning fossil fuels in production processes. These emissions, interacting with atmospheric water, produce acid rain. In 2017, Autoneum's acidification potential intensity<sup>15</sup> increased by 13.8%. This is due to an increase in the share of coal in the energy mix at our US-American plant in Bloomsburg (Pennsylvania), where this energy source is currently used for

generating steam for heating and production processes. We are in the process of investigating novel alternatives which could replace coal in a mid-term perspective.

### Acidification Potential Intensity

(metric tons SO<sub>2</sub>e per CHF billion revenue)



<sup>13</sup> "CO<sub>2</sub> intensity" refers to emissions in metric tons of CO<sub>2</sub> equivalents per CHF million revenue.

<sup>14</sup> Excluding UGN.

<sup>15</sup> "Acidification potential intensity" refers to metric tons of SO<sub>2</sub> equivalents per CHF billion revenue.

**Water Intensity**(m<sup>3</sup> per CHF million revenue)**Water**

Most of Autoneum's manufacturing processes are not water-intensive; water is mainly needed for cooling, steam generation, carpet dying, water jet cutting and domestic purposes. However, we consider reducing water consumption to be part of our overall manufacturing excellence and therefore invest in water efficiency projects. In 2017, the overall water intensity<sup>16</sup> of Autoneum decreased by 2.8%. This drop is a result of four water-saving initiatives implemented

across Autoneum operations. The most significant reduction was achieved again at our US-American Bloomsburg plant by optimizing the water consumption of the water washing basin used for carpet dying.

**Environmental Key Performance Indicators****Absolute Figures****Intensity Figures**

	Absolute Figures			Intensity Figures		
	2017	2016	difference in %	2017	2016	difference in %
<b>Energy (MWh)</b>	763 508	771 923	-1.1%			
Fossil fuels	351 386	345 367	1.7%	159.5	160.4	-0.6%
Electricity	412 123	426 556	-3.4%	187.1	198.2	-5.6%
<b>Energy Intensity (MWh per CHF million revenue)</b>				346.6	358.6	-3.4%
<b>Water (m<sup>3</sup>)</b>	1 120 953	1 127 079	-0.5%			
Municipal water	946 445	993 557	-4.7%	429.6	461.6	-6.9%
Ground water	149 467	120 596	23.9%	67.8	56.0	21.1%
Other	25 041	12 926	93.7%	11.4	6.0	89.3%
<b>Water Intensity (m<sup>3</sup> per CHF million revenue)</b>				508.8	523.6	-2.8%
<b>Recycling (metric tons)</b>	47 758	37 565	27.1%			
Internal recycling (reclaiming)	33 403	28 023	19.2%	15.2	13.0	16.5%
External recycling	14 355	9 542	50.4%	6.5	4.4	47.0%
<b>Recycling Intensity (metric tons per CHF million revenue)</b>				21.7	17.5	24.2%
<b>Waste (metric tons)</b>	83 445	82 171	1.6%			
Hazardous waste	839	740	13.3%	0.38	0.34	10.7%
Non-hazardous waste	82 606	81 431	1.4%			
Waste converted into energy	21 611	23 120	-6.5%	9.8	10.7	-8.7%
Landfill waste	60 996	58 311	4.6%	27.7	27.1	2.2%
<b>Non-hazardous Waste Intensity (metric tons per CHF million revenue)</b>				37.5	37.8	-0.9%
<b>Total Waste Intensity (metric tons per CHF million revenue)</b>				37.9	38.2	-0.8%
<b>CO<sub>2</sub> Emissions (metric tons CO<sub>2</sub> equivalents)<sup>17,18</sup></b>	316 090	315 464	0.2%			
Scope 1	81 077	78 705	3.0%	36.8	36.6	0.7%
Scope 2 <sup>19</sup>	235 014	236 759	-0.7%	106.7	110.0	-3.0%
<b>CO<sub>2</sub> Intensity (metric tons CO<sub>2</sub> equivalents per CHF million revenue)</b>				143.5	146.6	-2.1%
Scope 3 <sup>20</sup>	448 185					
<b>Acidification Potential (metric tons SO<sub>2</sub> equivalents)</b>	154.9	133.0	16.5%			
<b>Acidification Potential Intensity (metric tons SO<sub>2</sub> equivalents per CHF billion revenue)</b>				70.3	61.8	13.8%

<sup>16</sup> "Water Intensity" refers to the volume of water in cubic meters per CHF million revenue.

<sup>17</sup> Calculated in accordance with the WRI/WBCSD Greenhouse Gas Protocol. Scope 1: emissions from heating boilers and fuels. Scope 2: emissions associated with electricity and district heat production. Scope 3: emissions that are a consequence of Autoneum's activities, but occur from sources not owned or controlled by the Company.

<sup>18</sup> Emission factor sources: IEA and Defra.

<sup>19</sup> Emissions calculated using the 'location-based' approach in accordance with the Greenhouse Gas Protocol Scope 2 Guidance. Value used as an approximation for the 'market-based' emissions.

<sup>20</sup> Emissions calculated for approximately one third of the total volume of purchased materials, as well as inbound logistics activities and business travel. Not considered in the CO<sub>2</sub> intensity figure. Data excludes UGN.



# Employees

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Employees are Autoneum's most important asset. Our business success relies on their passion, productivity and innovative power. Therefore, we want to create a working environment that enables employees to thrive and give their best. We believe that a fair, attractive and inclusive workplace is the fertile ground on which our High Performance Culture can grow, always in alignment with Autoneum's Values and Principles.



Vision 2025	Strategic Targets	Operative Targets
<b>Fair &amp; Attractive Workplace</b>  	Continuously improve working conditions and the Employee Value Proposition of Autoneum	Define and implement <b>Employee Value Proposition</b> in all Autoneum locations
		Improve the results of the <b>Global Employee Satisfaction Survey</b> by <b>0.1 points</b> every second year
		Reduce Autoneum <b>Group employee turnover rate</b> to <b>10%</b>
		Implement <b>employee well-being programs</b>
	Implement benchmark employee education framework for all Autoneum employees	Set and maintain <b>benchmark position</b> in industry peer group for <b>“average days of training per employee”</b> indicator
	Implement comprehensive people development framework for all Autoneum employees	Achieve <b>employee appraisal</b> coverage for <b>95%</b> of Autoneum staff
		Implement <b>development framework</b> for <b>operators</b>
	Build and foster a culture of Diversity & Inclusion	Establish and maintain <b>Diversity &amp; Inclusion governance</b> framework and implement <b>targeted measures</b> in all Autoneum Business Groups
		Increase <b>share of women in management positions</b> to <b>30%</b> and continuously improve Autoneum Diversity & Inclusion <b>metrics</b>

### Fair & Attractive Workplace<sup>21</sup>

Autoneum recognizes employees as its most valuable resource. We want to attract the best new talent in the market – and retain colleagues who have chosen to grow together with us over the years. For this reason, we have defined “Fair & Attractive Workplace” as one of the four key dimensions of the Corporate Responsibility Strategy 2025. Within the strategy, Autoneum commits itself to continuously improve working conditions across all sites and offer a true value proposition to its employees. Our performance will be measured against two main quantitative targets. On one hand, we aim to improve the Global Employee Satisfaction Survey results by 0.1 points every second year (baseline: 2.5 in 2016). On the other hand, we will work hard on reducing Autoneum’s Group employee turnover rate to 10% by 2025 (baseline: 28% in 2017). In order to achieve these targets, we will implement a broad range of employee education, development and well-being programs.

### Employee Education

Autoneum is committed to a High Performance Culture underpinned by our corporate Values and Principles. Our employees are required to contribute to this culture in all their decisions and actions. At the same time, we continuously invest in their professional qualifications, know-how, capacities and soft skills, which are essential for our business success. Autoneum’s training and education policies and processes are governed by the Human Resources department. We address the training needs of each employee on an individual basis and formulate tailored development plans. Besides on-the-job training and locally organized courses, we use the People Development curriculum defining courses for Autoneum’s five employee bands, ranging from operators and technicians to management. In 2017, Autoneum employees completed on average 4.2<sup>22</sup> days of training (2016: 3.8). As part of its strategic commitments, Autoneum will implement a benchmark education framework covering all Autoneum employees and will set the standard among its industry peers for the key performance indicator “average days of training per employee”.

<sup>21</sup> If not stated otherwise, all figures in this chapter exclude workers of external agencies, apprentices, employees on maternity leave and employees with an absence of more than 30 days.

<sup>22</sup> Excluding UGN.

### Talent Development

Autoneum offers targeted training and development programs for exceptional talents from all over the world. On a bi-annual basis, Autoneum conducts a High-Performance Leadership training program (HPL) for middle managers across all operations. The training helps them reflect on and further develop their leadership skills in order to fulfill the requirements of the Autoneum Leadership Model. Senior managers acquire the necessary skills and competencies to become a role model in living Autoneum's values and principles, thereby creating the foundation on which our High Performance Culture can grow. Autoneum is proud to run HPL in close cooperation with a team of coaches who are among the world's leading experts in leadership development. In 2017, the third edition of the HPL was held with the participation of 21 middle managers from around the world.

### Employee Appraisal

Strong performance and self-motivation are prerequisites for career advancement and development at Autoneum. The Performance Management Process (PMP) is our key tool to assure that employees are dedicated to Autoneum's Values, Principles and its High Performance Culture. The PMP consists of regular feedback loops and structured career development interviews. At the beginning of the annual cycle, managers and subordinates agree on individual goals aligned with the overall strategy of Autoneum. In the annual appraisal discussion, the performance of employees is evaluated by their managers; one of the criteria is whether the employees act in accordance with Autoneum's Values and Principles and whether they actively contribute to building and maintaining our High Performance Culture. In the case of employees with a bonus contract, this criterion is part of the bonus evaluation process. In 2017, 92.8%<sup>23</sup> of eligible Autoneum employees underwent a performance and career development review (2016: 72%). Going forward, Autoneum has committed itself to achieve an employee appraisal coverage of 95% and maintain it on a year-by-year basis.

### Diversity and Inclusion

As a company with operations spanning four continents, Autoneum employs people from a large variety of national, ethnic, cultural and personal backgrounds. Diversity goes hand in hand with our corporate Value of "living a global spirit", and is also part of our everyday reality as a multinational company. Diversity is key for us as a technology leader as well: Diverse teams with an open-minded culture tend to be more agile, creative and successful in developing new, disruptive ideas. Therefore, it is essential for Autoneum to maintain a working environment where everyone is treated equally. We follow a Zero Tolerance approach against any type of harassment or discrimination based on race, gender, age, religion, political or sexual orientation. The key principles

of anti-discrimination are described in our Code of Conduct which is signed by every new employee upon their entry at Autoneum. Furthermore, we maintain a global Speak Up Line which enables employees of Autoneum as well as external parties to anonymously report violations of the Code of Conduct. There were no confirmed cases of discrimination in the reporting period.

As part of the Corporate Responsibility Strategy 2025, Autoneum has committed itself to establish a Group-wide Diversity and Inclusion governance framework. As a first step, a Diversity and Inclusion Board will be created in 2018. The Board will work closely with the Business Groups in identifying location-specific diversity challenges, addressing these with targeted measures and defining meaningful metrics to measure progress. On Group level, Autoneum has set itself the ambitious target to increase the share of women in management positions to 30% by 2025 (baseline: 15% in 2017).

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**Diversity is key for us as a technology leader: Diverse teams with an open-minded culture tend to be more agile, creative and successful in developing new, disruptive ideas.**

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### Employee Participation

Autoneum recognizes freedom of association and collective bargaining as a fundamental human right. Employees are free to form, join and run employee organizations or works councils, to join labor unions and to collectively bargain or seek representation in accordance with local laws. In 2017, 58%<sup>24</sup> of our employees were covered by collective bargaining agreements. In some locations – such as Switzerland, the United Kingdom, Poland, Russia and some US-American states – collective bargaining agreements between employer and employee organizations are not part of the legal framework.

In the European Union, worker participation is delegated to European Works Councils (EWCs). EWCs are bodies representing the European employees of a company. Besides common internal communication channels, EWCs are platforms through which employees are informed by a company's management about business developments and significant decisions that could affect employment or working conditions. They are also consulted on decisions at a regional level that are subject to codetermination rights.

<sup>23</sup> Excluding UGN.

<sup>24</sup> Covering the disclosure GRI 102-41. Excluding UGN.

Vision 2025	Strategic Targets	Operative Targets
<b>Fair &amp; Attractive Workplace</b>  	Continuously reduce the number of workplace accidents	Reduce <b>Accident Frequency Rate (AFR)</b> by <b>20%</b> each year  Develop, implement and continuously improve <b>EHS training</b> in all plants and maintain <b>completion rate</b> at <b>95%</b>
	Improve working conditions by reducing ergonomic exposure	Develop and implement <b>ergonomic assessments</b> in all plants
	Implement a comprehensive Occupational Health & Safety Management System	All Autoneum plants achieve <b>ISO 45 001</b> certification

**Health & Safety**

As a manufacturing company, employee health and safety is of critical importance to Autoneum. We are committed to provide and maintain a safe and healthy work environment for employees as well as customers, suppliers and visitors to Company sites. We follow the principle of continuous improvement to efficiently prevent the occurrence of incidents and accidents. The leadership and commitment of the top management plays an essential part in promoting a safety culture in all Autoneum operations. Our approach is defined by “The 15 Principles for Good Environment, Health and Safety Behavior”. Autoneum’s health and safety policies and processes are governed by the global Environment, Health & Safety (EHS) Steering Committee.

Autoneum’s Environment, Health & Safety Management System (MEHS) is a framework integrating international and national laws and regulations and the requirements of the occupational health and safety management system OHSAS 18 001. The MEHS guarantees that the same standards are implemented consistently at all Autoneum locations. At the end of 2017, 80% of our plants had been audited against MEHS requirements, reaching a Group average compliance of 82% (2016: 75%)<sup>25</sup>. The audit of the remaining locations is scheduled for 2018. In addition, at the end of 2017, 24 of our 55 production facilities were certified according to OHSAS 18 001. As part of its Corporate Responsibility Strategy, Autoneum has committed itself to have all plants certified according to ISO 45 001 by 2025<sup>26</sup>.

**Training Programs**

In order to support the implementation of MEHS worldwide, Autoneum has developed a specialized training program for EHS functions. The program covers key EHS topics such as contractor management, machine guarding, accident investigation and reporting, lockout-tagout (LOTO) and work permit issues. In order to highlight the most essential health and safety topics and make the learning process more efficient, a series of e-learning modules were added to the learning program. These will be consecutively rolled out to all employees starting as of 2018. Going forward, Autoneum will pursue the target to achieve and maintain an annual EHS training completion rate of 95%.

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**We follow the principle of continuous improvement to efficiently prevent the occurrence of incidents and accidents. The leadership and commitment of the top management plays an essential part in promoting a safety culture in all Autoneum operations.**

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<sup>25</sup> Excluding UGN.

<sup>26</sup> In 2018, the MEHS will be updated with the requirements of ISO 45 001, the standard that will be replacing OHSAS 18 001.

In 2017, Autoneum made further progress in implementing Behavior-Based Safety (BBS) leadership training programs. The “SafeStart” program, launched in Business Group North America the year before, was continued and extended to several locations in Brazil. This internationally recognized program focuses on four types of states (“rushing” / “frustration” / “fatigue” / “complacency”) as well as four core types of critical errors (“eyes not on task” / “mind not on task” / “line of fire” / “balance-traction-grip”) which decisively influence safe behaviors both at work and at home. As part of the program, employees learn to become aware of these states and critical errors and to develop appropriate behaviors to reduce risks. Furthermore, all employees in Business Group North America were trained in critical error reduction techniques. Our site in Bursa, Turkey, implemented the training “Taking Ownership of Safety

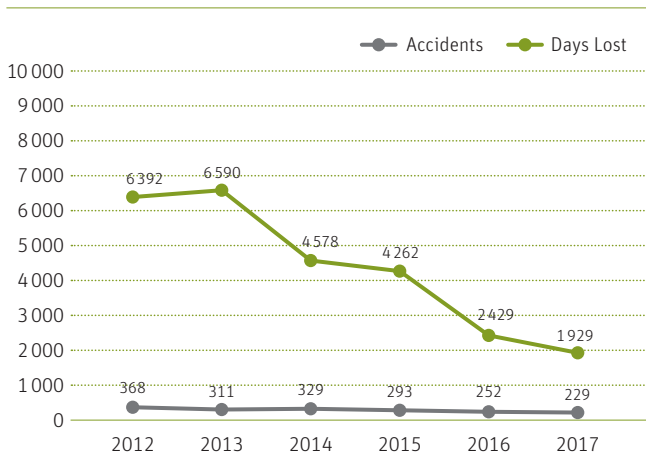
**Autoneum Business Groups conducted a comprehensive assessment of workplace needs and identified in total 94 projects addressing workplace and machine safety, ergonomics, temperature, lighting, air quality and noise.**

and Health” with the aim of improving safety leadership and focusing on inducing change in employee behavior. Finally, Business Group Asia has launched the “DuPont STOP” program for increasing safety awareness via an open exchange between employees on safety issues.

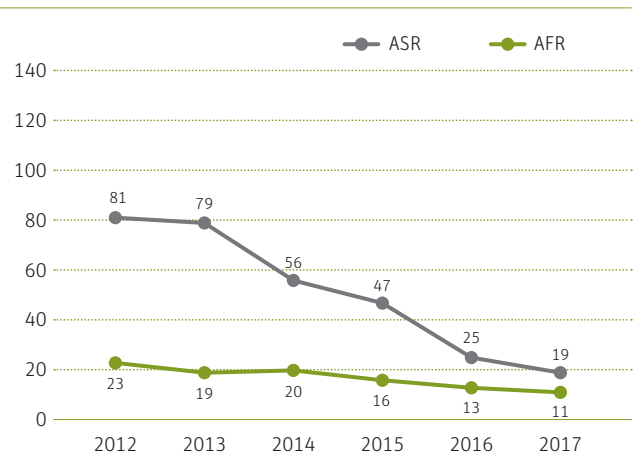
**Improving working conditions**

Based on the results of the Employee Satisfaction Survey conducted at the end of 2016, Autoneum declared improving workplace conditions, particularly in production, as a global focus field of action for 2017. Following up on this commitment, the Business Groups conducted a comprehensive assessment of workplace needs and identified in total 94 projects addressing challenges in the following areas: workplace and machine safety, ergonomics, temperature, lighting, air quality and noise. In sum, eight million Swiss francs have been allocated to these projects, which will be gradually implemented in 2018. In addition, Autoneum has launched an ergonomic assessment program in 2017. With a complex methodology supported by a software application, plants can now efficiently detect and resolve ergonomic risks both in existing work cells as well as in the design phase of new processes and equipment. This new approach will be rolled out across the Group in 2018. Furthermore, a comprehensive integration of EHS criteria into the site selection and building design was accomplished in 2017. By assessing noise, light and air quality factors and setting clear limits for temperature and humidity, working conditions will be substantially improved in our future plants.

**Number of Accidents and Number of Days Lost**



**Accident Severity Rate (ASR) and Accident Frequency Rate (AFR)**



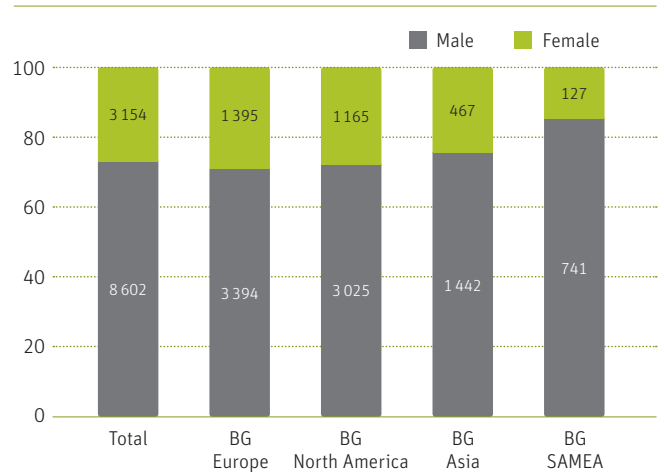


### Health & Safety Key Performance Indicators<sup>27</sup>

	2017	2016
Number of accidents	229	252
Number of days lost <sup>28</sup>	1 929	2 429
Accident Frequency Rate (AFR) <sup>29</sup>	11	13
Accident Severity Rate (ASR) <sup>30</sup>	19	25
Absenteeism <sup>31</sup>	2.2%	2.3%
Work-related fatalities	1	0
% of workers represented by formal joint management-worker health and safety committees <sup>32</sup>	93.8%	100%

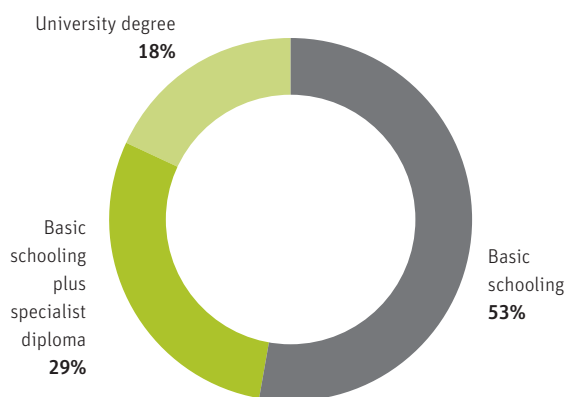
The continuous improvement of health and safety performance is essential for Autoneum. Therefore, we strive to avoid accidents at all times. Bruises, contusions, cuts, stab wounds and sprains were the primary type of accident at Autoneum plants in 2017. The body parts mainly affected were hands and fingers. Autoneum’s two central Health and Safety KPIs have improved again this year, with the Accident Frequency Rate decreasing by 15% and the Accident Severity Rate by 24%. However, unfortunately one fatal accident occurred in our plant in Jeffersonville (Indiana), USA. As one of its key strategic commitments going forward, Autoneum aims to reduce the Accident Frequency Rate by 20% every year.

### Employees by Business Group and Gender (2017, Headcount in %)

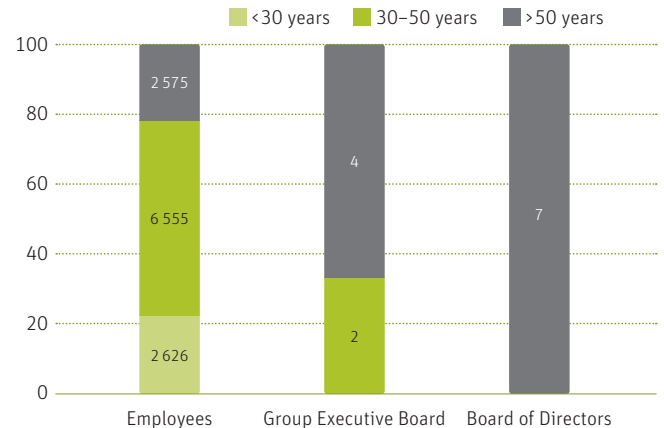


**The continuous improvement of health and safety performance is essential for Autoneum. Therefore, we strive to avoid accidents at all times.**

### Employees by Highest Level of Education (2017, Headcount in %)<sup>33</sup>



### Employees by Age (2017, Headcount in %)



<sup>27</sup> All figures include workers of external agencies and exclude UGN.

<sup>28</sup> In case of accidents involving contractors, no days lost are reported in the KPI.

<sup>29</sup> Calculated with the following formula: Accident Frequency Rate = number of accidents / planned working hours \*10<sup>6</sup>.

<sup>30</sup> Calculated with the following formula: Accident Severity Rate = number of days lost / planned working hours \*200 000.

<sup>31</sup> Calculated with the following formula: Absenteeism = total absent hours / planned working hours \*100.

<sup>32</sup> In the case of production facilities opened in 2017, joint management-worker health and safety committees are in the process of establishing.

<sup>33</sup> Excluding UGN.

# GRI Content Index



## GRI 101: Foundation 2016

## GRI 102: General Disclosures 2016

Disclosure	Description	Reference
<b>Organizational Profile</b>		
102-1	Name of the organization	About Autoneum, p. 3
102-2	Activities, brands, products, and services	Customers and Products, p. 10–11
102-3	Location of headquarters	About Autoneum, p. 4
102-4	Location of operations	About Autoneum, p. 4
102-5	Ownership and legal form	Annual Report 2017, p. 48–49
102-6	Markets served	Customers and products, p. 10
102-7	Scale of the organization	About Autoneum, p. 3; Economic Performance, p. 9; Annual Report 2017, p. 73
102-8	Information on employees and other workers	Employees, p. 33
102-9	Supply chain	Supply Chain, p. 18–19
102-10	Significant changes to the organization and its supply chain	Annual Report 2017, p. 92–93
102-11	Precautionary Principle or approach	Corporate Responsibility at Autoneum, p. 5; Compliance, p. 16–17
102-12	External initiatives	Community Engagement, p. 20–21
102-13	Membership of associations	Corporate Responsibility at Autoneum, p. 6
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Interview with the Head of Research & Technology, p. 14–15; Corporate Responsibility Report 2016, p. 4–5
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards and norms of behavior	Corporate Responsibility at Autoneum, p. 5

Disclosure	Description	Reference
<b>Governance</b>		
102-18	Governance structure	Annual Report 2017, p. 48–50 Corporate Responsibility at Autoneum, p. 5
<b>Stakeholder Engagement</b>		
102-40	List of stakeholder groups	Corporate Responsibility at Autoneum, p. 6
102-41	Collective bargaining agreements	Employees, p. 30
102-42	Identifying and selecting stakeholders	Corporate Responsibility at Autoneum, p. 5–6
102-43	Approach to stakeholder engagement	Corporate Responsibility at Autoneum, p. 5–6
102-44	Key topics and concerns raised	Corporate Responsibility at Autoneum, p. 6
<b>Reporting Practice</b>		
102-45	Entities included in the consolidated financial statements	Annual Report 2017, p. 119
102-46	Defining report content and topic Boundaries	Corporate Responsibility at Autoneum, p. 6
102-47	List of material topics	Corporate Responsibility at Autoneum, p. 6
102-48	Restatements of information	None
102-49	Changes in reporting	None
102-50	Reporting period	2017
102-51	Date of most recent report	July 2017
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Imprint, back cover
102-54	Claims of reporting in accordance with the GRI Standards	Corporate Responsibility at Autoneum, p. 6
102-55	GRI content index	GRI Content Index, p. 34
102-56	External assurance	No external assurance has been carried out.

## Material Topics

Disclosure	Description	Reference	Reasons for omission
<b>Economic Topics</b>			
<b>GRI 201: Economic Performance 2016</b>			
103	GRI 103: Management Approach 2016*	Strategy and Management Approach, p. 8	
201-1	Creation and distribution of economic value	Annual Report 2017, p. 72	
201-3	Pension plan obligations	Annual Report 2017, p. 83 and 109–114	
<b>GRI 203: Indirect Economic Impacts 2016</b>			
103	GRI 103: Management Approach 2016*	Community Engagement, p. 20	
203-1	Infrastructure investments and services supported, including sponsoring and community engagement	Community Engagement, p. 20–21	
<b>GRI 205: Anti-Corruption 2016</b>			
103	GRI 103: Management Approach 2016*	Compliance, p. 16–17	
205-2	Information and training on corruption risks	Compliance, p. 17	
205-3	Incidents of corruption	Compliance, p. 17	
<b>GRI 206: Anti-Competitive Behavior 2016</b>			
103	GRI 103: Management Approach 2016*	Compliance p. 16–17	
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	Compliance, p. 15	

\*Includes information corresponding to Disclosures 103-1, 103-2, 103-3.

Disclosure	Description	Reference	Reasons for omission
<b>Environmental Topics</b>			
<b>GRI 301: Materials 2016</b>			
103	GRI 103: Management Approach 2016*	Environment, p. 23	
301-2	Proportion recycled materials used	Environment, p. 23, 24	
<b>GRI 302: Energy 2016</b>			
103	GRI 103: Management Approach 2016*	Environment, p. 23, 24	
302-1	Energy consumption within the organization	Environment, p. 26	
302-3	Energy intensity	Environment, p. 26	
302-4	Reduction of energy consumption	Environment, p. 24	
302-5	Energy efficient products and services	Innovation and Sustainability, p. 13; Interview with the Head of Research & Technology, p. 14	
<b>GRI 303: Water 2016</b>			
103	GRI 103: Management Approach 2016*	Environment, p. 23, 26	
303-1	Water consumption	Environment, p. 26	
<b>GRI 305: Emissions 2016</b>			
103	GRI 103: Management Approach 2016*	Environment, p. 23, 25	
305-1	Direct GHG emissions (Scope 1)	Environment, p. 26	
305-2	Energy-based indirect GHG emissions (Scope 2)	Environment, p. 26	
305-3	Other indirect GHG emissions (Scope 3)	Environment, p. 26	
305-4	GHG emissions intensity	Environment, p. 26	
305-5	Reduction of GHG emissions	Environment, p. 25	
305-7	Nitrogen oxides, sulfur oxides and other air emissions	Environment, p. 26	Only sulfur oxide emissions (acidification potential) have been identified as material for Autoneum
<b>GRI 306: Effluents and Waste 2016</b>			
103	GRI 103: Management Approach 2016*	Environment, p. 23, 24	
306-2	Waste	Environment, p. 26	
<b>GRI 307: Environmental Compliance 2016</b>			
103	GRI 103: Management Approach 2016*	Environment, p. 23	
307-1	Sanctions for environmental non-compliance	Environment, p. 23	

\*Includes information corresponding to Disclosures 103-1, 103-2, 103-3.

Disclosure	Description	Reference	Reasons for omission
<b>Social Topics</b>			
<b>GRI 403: Occupational Health and Safety 2016</b>			
103	GRI 103: Management Approach 2016*	Employees, p. 31–33	
403-1	Staff representation in health and safety committees	Employees, p. 33	
403-2	Accidents, illnesses and lost days	Employees, p. 32–33	
<b>GRI 404: Training and Education 2016</b>			
103	GRI 103: Management Approach 2016*	Employees, p. 29	
404-1	Extent of training and education	Employees, p. 29	
404-2	Programs for skills management and life-long learning	Employees, p. 29–30	
404-3	Performance reviews and career planning	Employees, p. 30	
<b>GRI 405: Diversity and Equal Opportunity 2016</b>			
103	GRI 103: Management Approach 2016*	Employees, p. 29, 30	
405-1	Diversity of governance bodies and employees	Employees, p. 33	
<b>GRI 406: Non-Discrimination 2016</b>			
103	GRI 103: Management Approach 2016*	Employees, p. 33	
406-1	Incidents of discrimination	Employees, p. 17	
<b>GRI 412: Human Rights Assessment 2016</b>			
103	GRI 103: Management Approach 2016*	Compliance, p. 16–17	
412-2	Employee training on human rights	Compliance, p. 17	
<b>GRI 413: Local Communities 2016</b>			
103	GRI 103: Management Approach 2016*	Community Engagement, p. 20–21	
413-1	Local community engagement, impact assessments and development programs	Community Engagement, p. 20–21	
<b>GRI 416: Customer Health and Safety 2016</b>			
103	GRI 103: Management Approach 2016*	Supply Chain, p. 18–19	
416-1	Executed health and safety assessments	Supply Chain, p. 19	
416-2	Non-compliance concerning health and safety	Supply Chain, p. 19	
<b>GRI 419: Socioeconomic Compliance 2016</b>			
103	GRI 103: Management Approach 2016*	Compliance, p. 16–17	
419-1	Sanctions concerning non-compliance	Compliance, p. 17	

\*Includes information corresponding to Disclosures 103-1, 103-2, 103-3.

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