

**11<sup>TH</sup> FEBRUARY 2014**

**CORPORATE SOCIAL RESPONSIBILITY**

**Annual Report of**  
**“Communication on Progress”**  
**(Year 2013-2014)**

**Report by**  
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**1. PREFACE**

The Zumtobel Group is made up of strong brands: ***Zumtobel, Thorn and Tridonic***. Together they lay the foundations for sustainable worldwide growth. By focusing our strengths within the Group and our partner network, we can better serve the needs of our employees, our customers, our partners and our shareholders. Over the decades a unique corporate culture has evolved at our Group and is distilled into our three core values:

**PASSION, PERFORMANCE and PARTNERSHIP.**

zumtobel group	 <b>ZUMTOBEL</b>	<b>THORN</b>	<b>TRIDONIC</b>
PASSION	__ inspiring __ committed __ authentic __ explorative	__ professional __ honest __ easy __ smart	__ Passion for light __ exciting __ solution focused __ innovative
PERFORMANCE	__ leading __ international __ analytic __ experienced	__ dependable __ global __ functional __ flexible	__ experienced __ technological leading __ safe __ long-term thinking and acting
PARTNERSHIP	__ responsible __ credible __ analytic __ connected	__ responsive __ accountable __ trustworthy __ caretaking	__ trustworthy __ reliable __ service dedicated __ caretaking

**About Tridonic**

Tridonic has been engaged in the quest for perfect light for over 50 years. We focus on making our contribution towards better lighting results by providing constantly upgraded modern components, continuously improving the reliability and security of lighting systems and doing our bit towards climate protection. Our objective can only be achieved through expert knowledge, helping you implement economically and functionally superior lighting solutions.

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Tridonic enjoys an international reputation as the epitome of excellence when it comes to light-related products and services, and is therefore able to help you develop energy-efficient lighting solutions.

Tridonic's sustainable, innovative and customer-oriented technologies mean that everyone benefits: the environment and people who use our products. We can contribute towards sustainable action and your business success by supplying resource-conserving, energy-efficient products.

Across the globe, Tridonic stands for integrity, modernity and a focus on finding solutions.



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### **Everything that matters at a glance**

Our brand package defines who we are. It accentuates the identity and self-image of the Tridonic brand. It also offers support, showing us how we can realize our objectives and principles in our day-to-day work and how we can communicate our special, distinctive values and services.

### **Our brand promise – this is what we give to our customers**

Our immense passion for light and lighting not only motivates us to keep providing excellent performance, it also encourages every single one of us to deliver on the promise we make to our customers. We do not stop until we have found their ideal lighting solution. Our customer promise is: “We devote all our energy into your light.”

### **Our attitude – this sets us apart**

We are passionately committed to the subject of lighting. We work responsibly and with dedication. We are self-assured, without coming across as arrogant. Even when there is a lot we have to consider, we never lose sight of one thing: making sure the customer can receive a superior lighting solution.

### **Our positioning – this we can do**

With our expertise and reliability, we are the perfect partner for all aspects of lighting control and operation. And we can be proud of this fact. We need our know-how to enable our customers to make their wishes come true. In short: without us, their light would not be what it is.

### **Our brand values – these benefit our customers**

We have clearly defined the qualities our customers appreciate in us:

- the high quality and reliability of our products
- proximity and continuity in our relationship with our customers
- our experience and expertise that enable us to offer our customers lighting solutions that suit their needs
- as well as, in particular, our immense passion for light

These aspects and values are worth communicating to the customer – in every contact, by every employee, via every medium and, above all, through every one of our services, regardless of the country, the employee or the subject. Everyone can play a part and imbue our

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values with life – through their actions, their conduct and their work. After all, every employee is a brand ambassador!

In our add-on phrase “enlightening your ideas”, we have brought together our brand values plus our attitude and promise to form a succinct, authentic and striking brand slogan.

When it comes to lighting components, lighting management systems and LEDs, it's not just luminaire manufacturers and lighting designers that rely on Tridonic's expertise. Growing numbers of end users, designers, electricians and architects are realizing that energy efficiency, reliability and quality also pay off when it comes to the individual components of their lighting installations.

Tridonic has made it its business to get to know all about your applications and assist you by developing innovative products that enable you to implement functionally and economically superior lighting solutions. This can only be achieved through close, value-driven, partnership-based cooperation. Tridonic is able to provide you with competent advice and support all the way from project preparation and the project realization phase, when things get really busy, right through to project completion and installation; it does this in a value-driven, partnership-based manner over a period of many years.

All light is not equal. You define what kind of light you want. We help you to do this. Our lighting components, lighting management systems, electrical components and LED solutions give you the assurance that your lighting solution will achieve exactly the result you wanted.

**Facts & Figures**

**Established:**

- 1956

**Number of employees (2013) :**

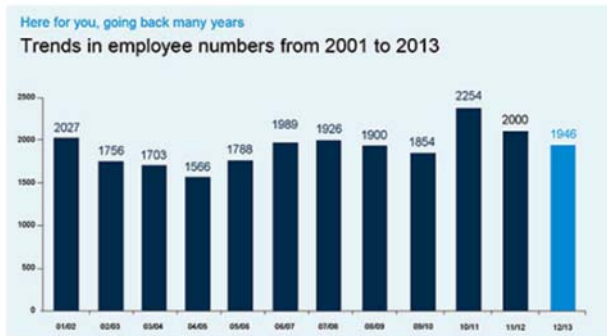
- 1946 (see picture 1)

**Sales in financial year 2012/2013 :**

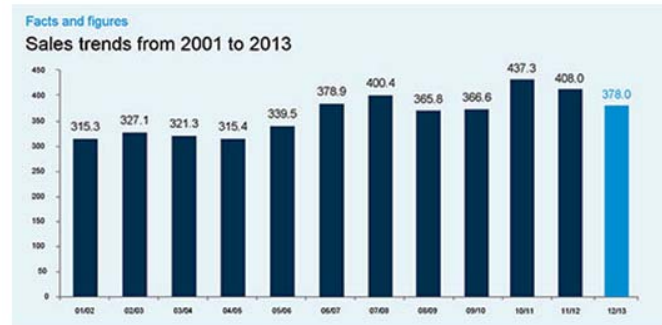
- € 378 million (see picture 2)

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picture 1: number of employees  
 Image 1 of 2



picture 2: sales trends in million €  
 Image 2 of 2



### Ownership / shareholder structure:

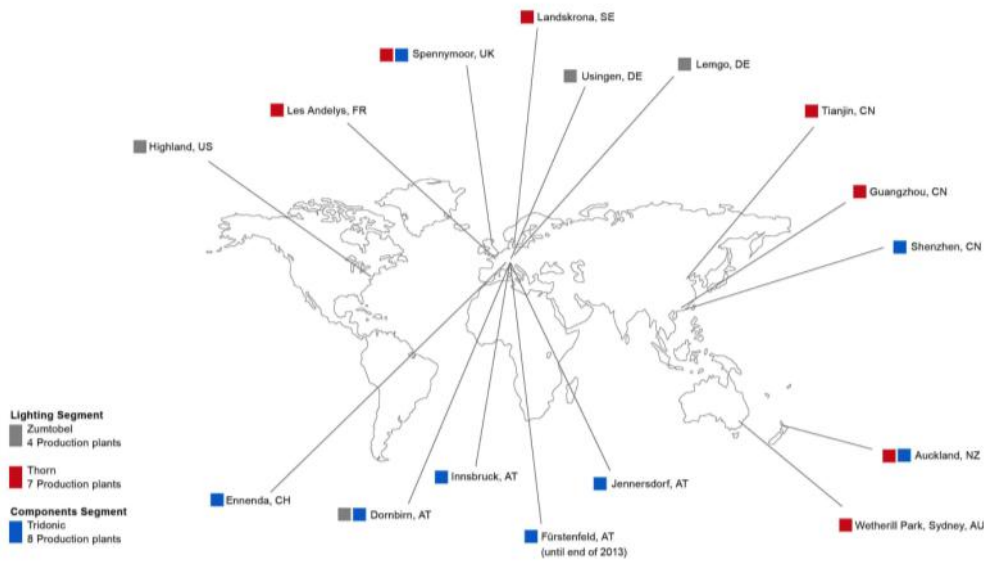
- Tridonic is a wholly-owned subsidiary of the Zumtobel Group. Zumtobel is listed on the Vienna Stock Exchange (XETRA trading system) under the trading code ZAG.  
[www.zumtobelgroup.com](http://www.zumtobelgroup.com)
- Global presence in 73 countries with 30 sales offices or partners

### Tridonic Development and/or Production Sites:

- Dornbirn, Austria
- Spennymoor, UK
- Ennenda, Switzerland
- Jennersdorf, Austria
- Shenzhen, China
- Innsbruck, Austria
- Fürstenfeld, Austria
- Auckland, New Zealand

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Technology / innovation:

- Over 650 inventions and more than 2,100 patents
- New products account for more than 40% of portfolio

Market & customers:

Tridonic develops, manufactures and markets components and control systems for innovative lighting solutions throughout the world. Through committed partnerships, expert service skills and technical know-how, we enable our customers to implement functionally and economically superior lighting solutions using our lighting components, lighting management systems, electrical components and LED solutions. The focus is on the reliability of the many different products and on customer satisfaction. Our customers include: luminaries manufacturers and producers of refrigeration equipment, furniture and signage. Customers and potential customers for our solutions also include lighting and electrical designers, specifiers, end users, facility managers, electrical installers and wholesalers and, obviously, our distributors.

We have expertise in efficient products and applications and are at your disposal to give help and advice during any phase of your project. Every customer has requirements specific to his particular project and we have just the right solution. Our goal is always to devise the best solution for you – in terms of energy efficiency, reliability, durability, pollution abatement, low maintenance or all these factors.



11 February 2014  
Secretary-General  
United Nations  
New York, NY 10017  
USA

Dear **Mr. Georg Kell**  
Executive Director

We are pleased to confirm that Tridonic New Zealand Limited continues to support the principles of the United Nations Global Compact in respect to human rights, labour rights, the environment and anti-corruption.

We confirm our intent to continue such support and advance those principles within our sphere of influence. We commit to making the Global Compact and its principles part of the strategy, culture and day-to-day operations of our company and undertake to make a clear statement – to our employees, partners, clients and to the public – of this commitment.

Of interest and in addition to the attached COP content we advise our head office is in the process of updating / revising our group's "Code of Conduct". The 7 basic principles that make up the code are:

- We respect human rights and condemn all forms of discrimination.
- Our behavior is marked by respect, honesty, transparency and dependability.
- We comply with the laws and company policies that apply to us.
- We tolerate no corruption of any kind and report corrupt behavior by others.
- We always act in the best interests of the company.
- We respect all forms of property.
- We stand for fair competition.

Attached please find our "Communication on Progress" (COP) dated 11th February 2014, general information relating to our company and products of which are available against <http://www.tridonic.com>

Sincerely yours,



**Mr. Paul de Knegt**  
Managing Director  
Tridonic New Zealand Limited.



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## **Human Rights**

**Principle 1** *Business should support and respect the protection of internationally proclaimed human rights; and*

**Principle 2** *Make sure that they are not complicit in human rights abuses.*

### **Protection of internationally proclaimed Human Rights:**

New Zealand meets international human rights standards and in many cases often surpasses them. We as a country realise the important role that human rights play in providing a peaceful and sustainable environment.

Tridonic NZ maintains compliance with the New Zealand Human Rights Act 1993 and the New Zealand Bill of Rights Act 1990. Tridonic NZ ensures that all its employees are treated with dignity and given fair and just rewards for their work. Tridonic NZ does not knowingly support companies that practice or overlook human rights abuses.

### **No complicit in Human Rights abuses:**

Tridonic NZ understands that human rights abuses allow for poverty, violence and terrorism to flourish. Tridonic NZ's main human rights objective is to eliminate support to all companies that practice or overlook human rights abuses.

Tridonic NZ employees and those who do business with us around the world know we are committed to earning their trust with a set of values that represent the highest standards of quality, integrity, excellence, compliance with the law and respect for the unique customs and cultures in communities where we operate.

Tridonic NZ is holding regular Health & Safety Committee meetings and also having periodic Fire Evacuation practice, supervised by an external provider.

The Zumtobel Group is normally monitoring our injury rates on a monthly / yearly basis. Tridonic NZ is reporting Safety report at the Group Head quarter each month.

Our success is built on committed employees who are willing to learn; this is why we encourage and expect our employees, from trainees and skilled employees through to executives, to take advantage of continuing professional development opportunities to advance their careers in the lighting industry. We offer our employees first rate opportunities to develop their particular abilities, and we support both their personal and professional development through an extensive range of specialist and personal training and advanced training schemes.

For us, enthusiasm for the world of lighting is something that links us and inspires us. As an employer, we foster our employees' creativity. Employees use their knowledge and commitment

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to develop new ideas and solutions which convince and enthuse our customers, thus safeguarding the long-term success of our company.

Please refer to attachments 1.1 and 1.2 on the following pages for safety reports for Tridonic Global Operations and Tridonic NZ for the period Jan 2013 to Dec 2013.

Following the table is giving better picture of Tridonic NZ's effort towards Health & Safety.

	05/2008 to 04/2009 (12 months)	05/2009 to 04/2010 (12 months)	05/2010 to 01/2011 (9 months)	02/2011 to 12/2011 (11 months)	01/2012 to 12/2012 (12 months)	01/2013 to 12/2013 (12 months)
LTI (Lost Time Injury)	2	2	1	2	0	0
TRI (Total Recordable Injury)	3	2	3	2	0	0
Total working hours	62236	58369	91924	99007	70552	72580

The monthly TRI rate (total recorded injuries per million hours worked) is recorded in all our plants. All incidents, regardless of their impact, are included in the calculations. The most frequent injuries are those caused by cuts. In the long term, the Zumtobel Group is aiming to reduce the TRI rate below 9.5. Due to very different nature of business, Tridonic NZ is target TRI rate below 13. In comparing with other plants / locations, the TNZ is much more involved with manual handling and heavy lifting as customized products weight up to 3500kgs.

There is no Recordable Injury (TRI) since April, 2011. This indicates the significant improvement in our work place.

The LTI rate (Lost Time Injuries or number of working days missed due to injuries per million hours worked) is measured in order to differentiate between industrial accidents having various degrees of seriousness. Industrial accidents are taken into account if they involve more than eight hours off work.

Measures such as employee training, improvements in protective clothing, upgrading of installed machinery, etc. are constantly being taken in order to improve occupational safety. The Tridonic NZ is continually making investments to improve working conditions. By preventative and corrective actions throughout the year, Tridonic NZ is targeting to reduce the number of injury rates for the upcoming year.

Tridonic NZ provides a safe and healthy workplace. We are dedicated to maintaining a productive workplace by minimizing the risk of accidents, injury and exposure to health risks.

In addition, Tridonic NZ arranges following to keep their safe & healthy workplace for everyone:

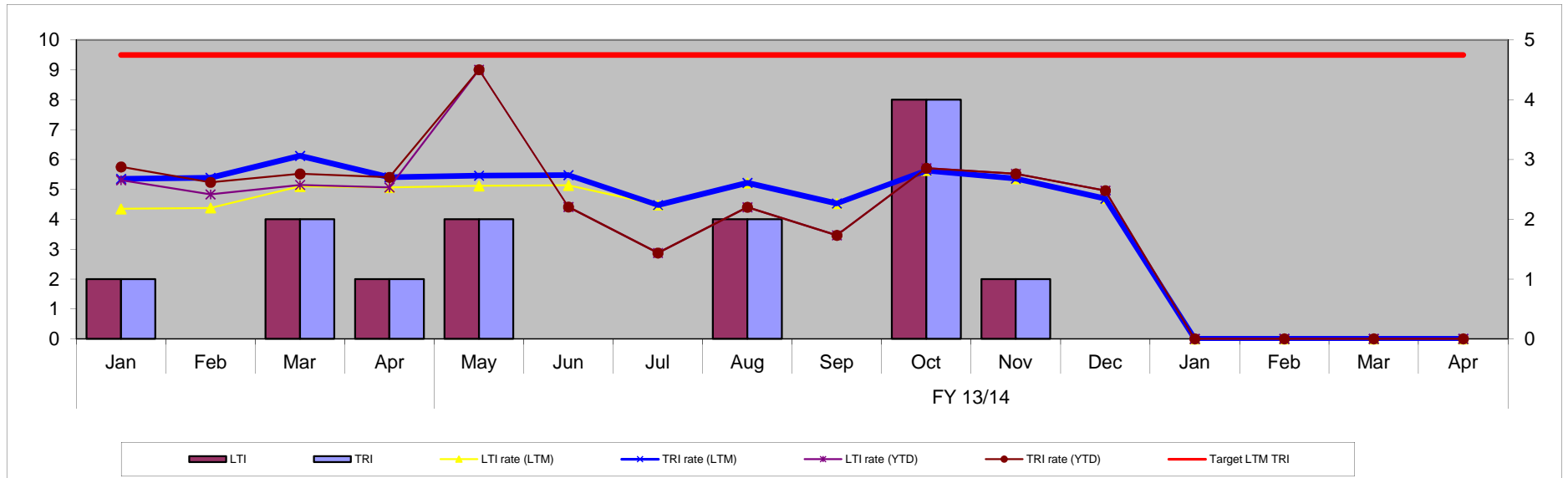
- Influenza Vaccination at the beginning of winter each year.
- Hearing Test for all employees from New Zealand certified organization & further hearing aids support – guidance for whom having hearing loss.
- Safe Material Handling Procedure training session by ACC (Accident Compensation Corporation, NZ) approved Trainer to avoid back injury at work place.
- Fire Extinguisher Refresher course for trained representatives.
- Monthly Hazards review & training.
- Refresher courses for Forklift Truck Operators.
- Safe operation training for Overhead Cranes & Load lifting

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# **ATTACHMENT 1.1**

**(Safety reports for Tridonic Global Operations)**



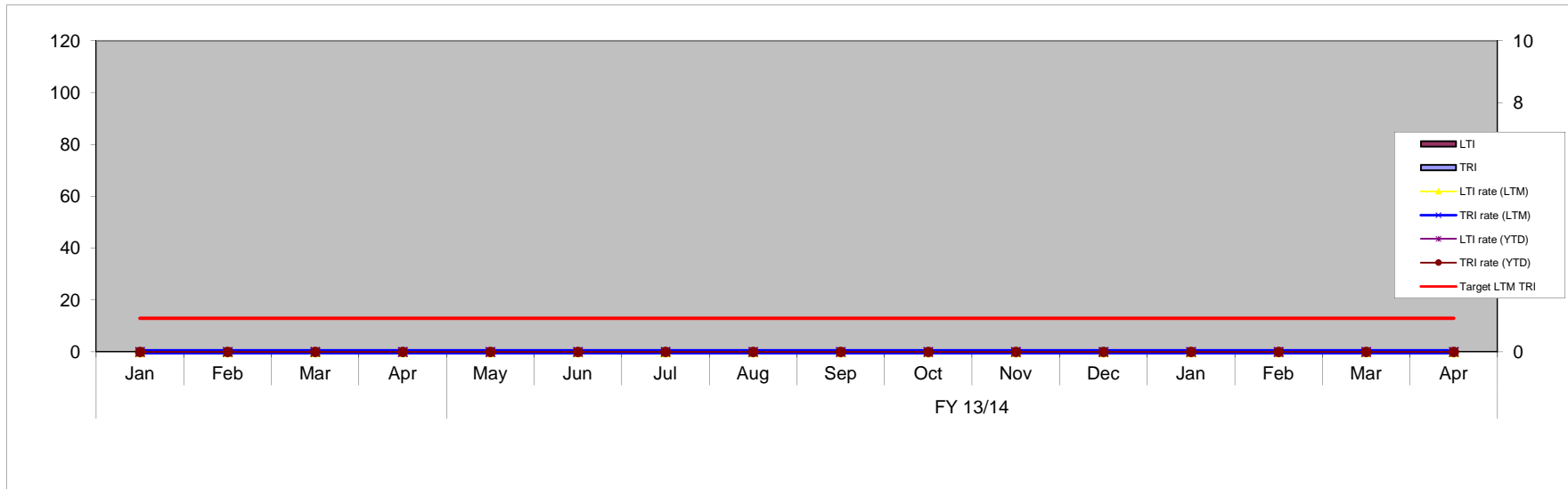
	FY 13/14															
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
LTI	1	0	2	1	2	0	0	2	0	4	1	0	0	0	0	0
TRI	1	0	2	1	2	0	0	2	0	4	1	0	0	0	0	0
hours	255,331	222,282	235,803	243,101	222,038	231,251	243,245	211,531	246,268	246,889	228,080	184,816	0	0	0	0
LTI rate (month)	3.9	0.0	8.5	4.1	9.0	0.0	0.0	9.5	0.0	16.2	4.4	0.0	0.0	0.0	0.0	0.0
TRI rate (month)	3.9	0.0	8.5	4.1	9.0	0.0	0.0	9.5	0.0	16.2	4.4	0.0	0.0	0.0	0.0	0.0
LTI rate (LTM)	4.35	4.38	5.10	5.07	5.12	5.14	4.48	5.22	4.53	5.63	5.36	4.69	0.00	0.00	0.00	0.00
<b>TRI rate (LTM)</b>	<b>5.35</b>	<b>5.39</b>	<b>6.12</b>	<b>5.40</b>	<b>5.46</b>	<b>5.48</b>	<b>4.48</b>	<b>5.22</b>	<b>4.53</b>	<b>5.63</b>	<b>5.36</b>	<b>4.69</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
LTI rate (YTD)	5.31	4.84	5.15	5.07	9.01	4.41	2.87	4.40	3.47	5.71	5.52	4.96	0.00	0.00	0.00	0.00
TRI rate (YTD)	5.75	5.24	5.52	5.40	9.01	4.41	2.87	4.40	3.47	5.71	5.52	4.96	0.00	0.00	0.00	0.00
Target LTM TRI	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5	9.5

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# **ATTACHMENT 1.2**

**(Safety reports for Tridonic NZ Operations)**



	FY 13/14															
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
LTI	0	0	0	0	0	0	0	0	0	0	0	0				
TRI	0	0	0	0	0	0	0	0	0	0	0	0				
hours	2,558	4,944	5,093	6,492	7,585	8,796	9,145	6,469	5,993	5,744	5,392	4,370				
LTI rate (month)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TRI rate (month)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
LTI rate (LTM)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TRI rate (LTM)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
LTI rate (YTD)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRI rate (YTD)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Target LTM TRI	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13

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**2. Labour**

**Principle 3** *Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;*

**Principle 4** *The elimination of all forms of forced and compulsory labour;*

**Principle 5** *The effective abolition of child labour; and*

**Principle 6** *The elimination of discrimination in respect of employment and occupation*

Tridonic NZ's Employee Rights Policy is guided by international and New Zealand human rights standards, ministry of Labor, including the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work and the United Nations Global Compact.

Tridonic NZ is committed to working with and encouraging our sub-contractors to uphold the principles in this Policy and to adopt similar policies within their businesses.

**The Policy includes the following components:**

• **Freedom of Association and Collective Bargaining**

The Company respects our employees' right to join, form or not to join a labour union without fear of reprisal, intimidation or harassment. Where employees are represented by a legally recognized union, we are committed to establishing a constructive dialogue with their freely chosen representatives. Tridonic NZ is committed to bargaining in good faith with such representatives.

• **Forced Labor**

Tridonic NZ prohibits the use of all forms of forced labour, including prison labour, indentured labour, bonded labour, military labour or slave labour.

• **Discrimination at work place**

Tridonic NZ values all employees and the contributions they make and has a long-standing commitment to equal opportunity and intolerance of discrimination. We are dedicated to maintaining workplaces that are free from discrimination or physical or verbal harassment on the basis of race, sex, colour, national or social origin, religion, age, disability, sexual orientation, political opinion or any other status protected by applicable law. The basis for recruitment, hiring, placement, training, compensation and advancement at the work place is qualifications, performance, skills and experience.

• **Work Hours and Wages**

Tridonic NZ compensates employees competitively relative to the industry and local labour market. We operate in full compliance with applicable wage, work hours, overtime and benefits laws. We offer employees opportunities to develop their skills and capabilities and provide advancement opportunities where possible.

• **Workplace Security**

Tridonic NZ is committed to maintaining a workplace that is free from violence, harassment, intimidation and other unsafe or disruptive conditions due to internal and external threats. Security safeguards for employees are provided as needed and will be maintained with respect for employee privacy and dignity.



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• Child Labour

Tridonic NZ adheres to minimum age provisions of applicable laws and regulations. Tridonic NZ prohibits the hiring of individuals that are under 18 years of age for positions in which hazardous work is required. Tridonic NZ's prohibition of child labour is very strict with International Labour Organization standards.

The Zumtobel Group, of which Tridonic NZ is a member of, has a code of conduct which everyone in the Zumtobel Group adheres to. The Zumtobel Group's Code of Conduct states that no type of discrimination will be tolerated.

The Zumtobel Group's code of conduct is shown in Appendix – A.

Tridonic's enterprise policy is attached as Appendix – B.

It can be seen that the social responsibility and environmental protection section in the code of conduct addresses basic labour principles and employee working conditions which the whole Zumtobel Group abides by.

A breakdown of the age bands of the employees in Tridonic NZ has been provided in the table below:

Age Group	No of Employees - 2009/10	No of Employees - 2010/11	No of Employees - 2011/12	No of Employees - 2012/13	No of Employees - 2013/14
18 -20	4	2	1	0	0
21-30	15	23	17	12	11
31-40	11	9	8	11	9
41-50	11	11	12	10	9
51-60	10	12	13	11	11
Above 60	0	2	3	4	5
<b>TOTAL→</b>	<b>51</b>	<b>59</b>	<b>54</b>	<b>48</b>	<b>45</b>

This clearly establishes that Tridonic NZ does not discriminate against age & does not tolerate child labour. Tridonic NZ would like to ensure that Tridonic NZ only do business with companies that treat labour issues as seriously as we do.

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### **3. Environment**

**Principle 7** *Businesses are asked to support a precautionary approach to environmental challenges;*

**Principle 8** *Undertake initiatives to promote greater environmental responsibility; and*

**Principle 9** *Encourage the development and diffusion of environmentally friendly technologies*

#### **Support to environmental challenges:**

Tridonic NZ recognises the New Zealand government efforts to provide a clean healthy environment for both the present and future generations of New Zealanders. The National Environmental Standards enforced throughout the country helps to ensure that everyone in New Zealand has clear air to breathe, clean water to drink and clean land to live on.

Tridonic NZ is committed to maintaining and protecting New Zealand's clean green image because we believe this is an essential value adding process which we can benefit from.

#### **Initiatives to promote environmental responsibility:**

Global changes, dwindling resources and the effects of climate change – every individual has to assume responsibility. Tridonic takes its social responsibility to society and its employees just as seriously as it takes its responsibility for ensuring sustainable environmental protection and manufacturing energy-efficient products. Far-sighted ecological and social actions enable us to contribute towards protecting the environment and society at large. There is a concept for our contribution towards treating the environment, its resources and society responsibly: “ECOLUTION”.

#### **The development of environmentally friendly technologies:**

The Zumtobel Group's vision of sustainability – “Through light, we care” – expresses its absolute commitment to corporate responsibility. In its core business the Group develops sustainable lighting solutions that set new standards in promoting human well-being – particularly in terms of energy efficiency and light quality. This means that through its products, the company's economic interests are intrinsically linked with both social and ecological responsibility. Tridonic NZ is committed to the development of environmentally sound new products and reducing waste materials produced during manufacturing processes.

The Zumtobel Group as a whole take environmental concerns very seriously. This can be seen from:

- Attachment 2.1 – Our Environment Health and Safety Policy
- Appendix - C : Ecolution – an initiative of TRIDONIC

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# **ATTACHMENT 2.1**

**(Environment Health and Safety Policy)**

## Environmental, Health and Safety Policy

The Zumtobel Group's lighting brands recognise that all of its business activities have an environmental, health and safety responsibility and accordingly places a high priority regarding the management of these issues. The Environmental, Health and Safety Policy, therefore, sets out its commitment to ensuring that sound environmental, health and safety practices are integrated into all of its operations, and to show that it strives to apply high standards, internationally across the group, concerning these matters.

### **The Zumtobel Group's lighting brands are committed to:**

Working in harmony with the community on issues of environment, health and safety, and in partnership with its customers, suppliers and employees.

The Zumtobel Group's lighting brands on-going programme of education and training will continue to be developed and is designed to enable all employees to play a full role in implementing the policy and in achieving the environmental, health and safety targets.

### **The purpose of an Environmental, Health and Safety Policy is to:**

- Foster a responsible concern for the environment, health and safety in all aspects of our business
- Progressively improve the environmental, health and safety impacts which arise as a result of our continual improvement and activities.
- Establish targets of achievement and ownership in each of our companies.

We will ensure the implementation of the Environmental, Health and Safety Policy by achieving of the following objectives.

- Meeting the clients' needs for light with products/services which, throughout their life-cycle, provide the best practicable environmental option.
- The use of materials and processes which embody the best available techniques not entailing excessive cost.
- The efficient use of energy, minimisation of waste and the minimum use of non-renewable resources.
- Compliance with existing and future Environmental, Health and Safety Regulations.
- The use of targets and monitors to measure progress.

The environment, health and safety are of paramount importance. Working together with the community, customers and suppliers, the group is committed to continual improvement in all areas covered by this Policy.



Harald SOMMERER  
Chief Executive Officer  
Zumtobel Group



Martin BRANDT  
Chief Operating Officer  
Zumtobel Group

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ECOLUTION is the integrated sustainability strategy which links all the divisions of our company. We assume responsibility for the environment, society and, above all, our customers. Our ecolution strategy sets new sustainability standards that go far beyond just environmental protection.

TRIDONIC Group helps its customers identify the ideal solution for greater sustainability and efficiency. Energy savings of up to 80 percent can be achieved with lighting management systems and digital dimmable ballasts. Control of the luminaries is demand-led, governed by presence sensors and daylight levels. As part of TRIDONIC's "ecolution" sustainability strategy, the "ecosim" simulation tool compares different lighting technologies based on life cycle costs, energy profiles and life cycle assessments. This way, the cumulative costs of various solutions can be mapped over several years, helping to define amortization periods and environmental impacts.

Product quality is the top priority for us and is constantly monitored. As part of our Lean Six Sigma philosophy, we also operate a continuous improvement process and adopt a zero-defect approach. Our processes are constantly improved and systematically monitored, and the effectiveness of implemented process and quality improvement measures are followed-up through continuous reviews. In the event of any deviation, we instigate corrective measures and monitor their effectiveness. This ensures that resources are used in a sparing, cost-conscious manner throughout the entire life cycle of products, environmental pollution is prevented to the greatest possible extent and risks are minimized. This allows us to guarantee customers the very highest product quality at all times.

The Tridonic Group is determined to make its contribution to climate protection not only by developing innovative products – as a manufacturing company it is also constantly mindful of the need to achieve the biggest possible reductions in emissions.

The Tridonic Group's environmentally relevant emissions include carbon dioxide (CO<sub>2</sub>), dust and noise. Measures in the Tridonic Group to cut CO<sub>2</sub> emissions are based primarily on optimising material and energy requirements in the manufacturing process and optimising transport logistics.

Following are the main monitoring areas for GRI Environmental reporting from each locations of the Tridonic Group: (currently monitoring monthly & reporting quarterly)

- Electricity & Gas Consumption
- Water Consumption
- Recyclable Waste
- Residual Waste

Refer attachments of GRI Environmental Performance Reports up to last quarter:

- Attachment 2.2 – Environmental Performance Reporting: Total TRIDONIC Operations
- Attachment 2.3 – Environmental Performance Reporting: Auckland-NZ Operations

**11<sup>TH</sup> FEBRUARY 2014**

**CORPORATE SOCIAL RESPONSIBILITY**

# **ATTACHMENT 2.2**

**(Environmental Performance Reporting: Total TRIDONIC Operations)**

## Input for GRI Environmental Performance Reporting - Total Operation Tridonic (JAN-14)

Nr.	Indicator	Unit	FY09/10	FY11/12	FY12/13	Unit	Comments	
EN1	Total Quantity Produced	PCS (Stk)	251,390,411	201,376,551	201,373,243	PCS	Quantity of finished goods manufactured	
		t		20,618	16,881	t	Total weight of finished goods manufactured	
<b>Energy</b>								
EN3	Direct energy consumption by primary energy source	Oil Consumption	MWh	769	708	701	MWh	Oil consumption for heating or Diesel fuel (i.e. generator; vehicles excluded)
		Oil Costs	Euro	0	50,941	50,745	Euro	Oil costs for heating and Diesel fuel (i.e. power generator, vehicles excluded)
		Gas Consumption	MWh	6,935	6,619	5,586	MWh	Gas (Natural gas and liquid petrol gas)
		Gas Costs	Euro	67,068	312,140	277,735	Euro	Costs of Gas (Natural gas and liquid petrol gas)
		Direct Energy Consumption	MWh	7,704	7,327	6,287	MWh	<b>Total direct energy consumption</b>
		Total Direct Energy Costs	Euro	67,068	363,081	328,481	Euro	
		Consumption / produced unit	MWh/1000 PCS	0.031	0.036	0.031	MWh/1000 PCS	<b>Direct energy consumption per produced unit</b>
EN4	Indirect energy consumption by primary source	Electricity Consumption	MWh	29,035	28,858	25,263	MWh	Electricity
		Electricity Costs	Euro	516,830	2,652,004	2,559,192	Euro	Costs of electricity
		District heating Consumption	MWh	0	0	0	MWh	District heating
		District heating Costs	Euro	0	0	0	Euro	Costs of district heating
		Total Indirect Energy Consumption	MWh	29,035	28,858	25,263	MWh	<b>Total indirect energy consumption</b>
		Total Indirect Energy Costs	Euro	516,830	2,652,004	2,559,192	Euro	
		Consumption / produced unit	MWh/1000 PCS	0.115	0.143	0.125	MWh/1000 PCS	<b>Indirect energy consumption per produced unit</b>
<b>Water</b>								
EN8	Total water withdrawal by source	Water Consumption	m³	27,244	335,991	207,125	m³	<b>Water consumption</b> from public water supply (if appropriate also ground water and rain water)
		Water Costs	Euro	1,169	44,647	40,595	Euro	<b>Costs of Water consumption</b> from public water supply (if appropriate also ground water and rain water)
		Consumption / produced unit	m³/1000 PCS	0.108	1.668	1.029	m³/1000 PCS	<b>Water consumption per produced unit</b>
<b>Emissions, Effluents and Waste</b>								
EN16	Total direct and indirect greenhouse gas emissions by weight	Oil CO <sub>2</sub> -Factor	t/MWh	0.280	0.280	0.280	t/MWh	Oil for heating - see sheet "Conversion"
		Oil CO <sub>2</sub> -Emission	t	215	198	196	t	Oil for heating
		Gas CO <sub>2</sub> -Factor	t/MWh	0.226	0.206	0.207	t/MWh	Gas (Natural gas and liquid petrol gas) - see sheet "Conversion"
		Gas CO <sub>2</sub> -Emission	t	1,486	1,365	1,159	t	Gas (Natural gas and liquid petrol gas)
		Total indirect CO <sub>2</sub> -Emission	t	1,702	1,563	1,355	t	<b>Total direct CO<sub>2</sub>-Emission</b>
		Direkt CO <sub>2</sub> -Emission	t/1000 PCS	0.007	0.008	0.007	t/1000 PCS	<b>Direct CO<sub>2</sub>-Emission per produced unit</b>
		Electricity CO <sub>2</sub> -equivalent	t/MWh	0.310	0.501	0.448	t/MWh	Electricity: (figures from local power contractor or see sheet "Conversion")
		Electricity CO <sub>2</sub> -Emission	t	9,001	14,445	11,327	t	Electricity
		District Heating CO <sub>2</sub> -equivalent	t/MWh	0.000	0	0	t/MWh	District heating - (figures from local power contractor)
		Distict Heating CO <sub>2</sub> -Emission	t	0	0	0	t	District heating
		Total indirect CO <sub>2</sub> -Emission	t	9,001	14,445	11,327	t	<b>Total indirect CO<sub>2</sub>-Emission</b>
		Indirect CO <sub>2</sub> -Emission	t/1000PCS	0.036	0.072	0.056	t/1000PCS	<b>Idirect CO<sub>2</sub>-Emission per produced unit</b>
		Total CO <sub>2</sub> -Emission	t	10,702	16,008	12,682	t	<b>Total CO<sub>2</sub>-Emission</b>
Total CO <sub>2</sub> -Emission	t/1000PCS	0.043	0.079	0.063	t/1000PCS	<b>Total CO<sub>2</sub>-Emission</b>		
EN21	Total water discharge by quality and destination	Water Discharge	m³	27,244	335,991	207,125	m³	<b>Water discharge</b> (same as water consumption EN8 as not significant)
		Water Discharge Costs	Euro	1,169	42,093	46,463	Euro	<b>Costs of water discharge</b>
		Discharge / produced unit	m³/1000 PCS	0.108	1.668	1.029	m³/1000 PCS	<b>Water discharge per produced unit</b>
EN22	Total weight of waste by type and disposal method	Recyclable Waste	kg	4,048,969	3,292,209	2,539,297	kg	Recycling material (metals, carton, plastics, ...)
		Recyclable Waste Costs	Euro		-1,757,245	-1,147,667	Euro	Costs / revenues, credits of recycling material (metals, carton, plastics, ...) incl. transport and rent of waste container
		Residual waste	kg	307,188	219,169	161,284	kg	Residual materials / waste. Costs incl. transport and rent of waste container
		Residual waste Costs	Euro		42,296	40,461	Euro	Residual materials / waste. Costs incl. transport and rent of waste container
		Hazardous waste	kg	51,815	58,652	56,845	kg	Hazardous waste (i.e. waste oil, solvents, varnish,...). Costs incl. transport and rent of waste container
		Hazardous waste Costs	Euro		25,118	22,336	Euro	Hazardous waste (i.e. waste oil, solvents, varnish,...). Costs incl. transport and rent of waste container
		Total Waste	kg	4,407,972	3,570,030	2,757,426	kg	<b>Total Waste</b>
Total Waste Costs	Euro	0	-1,689,831	-1,084,869	Euro	<b>Total costs of waste</b>		
Waste / produced unit	kg/1000 PCS	17.534	17.728	13.693	kg/1000 PCS	<b>Waste per produced unit</b>		

Recyclable Waste quota	91.86%	92.22%	92.09%
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**11<sup>TH</sup> FEBRUARY 2014**  
**CORPORATE SOCIAL RESPONSIBILITY**

# **ATTACHMENT 2.3**

**(Environmental Performance Reporting: Auckland-NZ Operations)**



**Input for GRI Environmental Performance Reporting - Plant Auckland (JAN-14)**

Nr.	Indicator	Unit	FY10/11	FY11/12	FY12/13	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	FY13/14	Unit	Comments	
EN1	Total Quantity Produced	PCS (Stk)	133,731	62,053	59,366	3,849	2,938	2,012	4,042	2,878	4,283	6,403	5,093	6,155	17,651	PCS	Quantity of finished goods manufactured	
		t	1,076	822	799	59	33	19	61	31	77	88	77	97	262	t	Total weight of finished goods manufactured	
<b>Energy</b>																		
EN3	Direct energy consumption by primary energy source	Oil Consumption	MWh	0	0	0	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0	MWh	Oil consumption for heating or Diesel fuel (i.e. generator, vehicles excluded)	
		Oil Costs	Euro	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	Euro	Oil costs for heating and Diesel fuel (i.e. power generator, vehicles excluded)	
		Gas Consumption	MWh	919	709	555	37.897	50.688	6.681	38.577	28.444	49.750	56.530	59.542	86.384	202	MWh	Gas (Natural gas and liquid petrol gas)
		Gas Costs	Euro	27,656.11	25,011.65	21,010.09	1,440.02	1,857.74	402.44	1,431.00	1,132.00	1,891.50	2,072.00	2,022.50	2,794.60	6,889	Euro	Costs of Gas (Natural gas and liquid petrol gas)
		Direct Energy Consumption	MWh	919	709	555	38	51	7	39	28	50	57	60	86	414	MWh	Total direct energy consumption
		Total Direct Energy Costs	Euro	27,656	25,012	21,010	1,440	1,858	402	1,431	1,132	1,892	2,072	2,023	2,795	15,044	Euro	Total direct energy costs
		Consumption / produced unit	MWh/1000 PCS	6.872	11.428	9.350	9.846	17.253	3.321	9.544	9.883	11.616	8.829	11.691	14.035	23.483	MWh/U	Direct energy consumption per produced unit
EN4	Indirect energy consumption by primary source	Electricity Consumption	MWh	360	316	300	23.230	19.703	16.483	21.753	22.366	23.077	31.525	30.394	32.663	95	MWh	Electricity
		Electricity Costs	Euro	33,777.69	34,368.86	34,059.26	2,123.53	1,888.30	1,770.69	2,159.60	2,748.90	2,532.10	7,059.59	6,806.96	6,918.55	20,785	Euro	Costs of electricity
		District heating Consumption	MWh	0	0	0	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0	MWh	District heating
		District heating Costs	Euro	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	Euro	Costs of district heating
		Total Indirect Energy Consumption	MWh	360	316	300	23	20	16	22	22	23	32	30	33	221	MWh	Total indirect energy consumption
		Total Indirect Energy Costs	Euro	33,777.69	34,368.86	34,059.26	2,123.53	1,888.30	1,770.69	2,159.60	2,748.90	2,532.10	7,059.59	6,806.96	6,918.55	20,785.10	Euro	Total indirect energy costs
Consumption / produced unit	MWh/1000 PCS	2.694	5.094	5.056	6.035	6.706	8.192	5.382	7.771	5.388	4.923	5.968	5.307	12.532	MWh/U	Indirect energy consumption per produced unit		
<b>Water</b>																		
EN8	Total water withdrawal by source	Water Consumption	m³	770	777	628	43	0	21	108	69	35	46	36	46	128	m³	Water consumption from public water supply (if appropriate also ground water and rain water)
		Water Costs	Euro	1,602.65	520.38	481.57	31.76	0.00	15.30	91.74	51.76	30.80	35.18	25.85	31.99	93	Euro	Costs of Water consumption from public water supply (if appropriate also ground water and rain water)
		Consumption / produced unit	m³/1000 PCS	5.760	12.521	10.578	11.172	0.000	10.437	26.719	23.975	8.172	7.184	7.069	7.474	7.252	m³/U	Water consumption per produced unit
<b>Emissions, Effluents and Waste</b>																		
EN16	Total direct and indirect greenhouse gas emissions by weight	Oil CO <sub>2</sub> -Factor	t/MWh	0	0	0	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0	t/MWh	Oil for heating - see sheet "Conversion"	
		Oil CO <sub>2</sub> -Emission	t	0	0	0	0	0	0	0	0	0	0	0	0	0	t	Oil for heating
		Gas CO <sub>2</sub> -Factor	t/MWh	0.199	0.199	0.199	0.199	0.199	0.199	0.199	0.199	0.199	0.199	0.199	0.199	1	t/MWh	Gas (Natural gas and liquid petrol gas) - see sheet "Conversion"
		Gas CO <sub>2</sub> -Emission	t	183	141	110	8	10	1	8	6	10	11	12	17	40	t	Gas (Natural gas and liquid petrol gas)
		Total indirect CO <sub>2</sub> -Emission	t	183	141	110	8	10	1	8	6	10	11	12	17	40	t	Total direct CO <sub>2</sub> -Emission
		Direkt CO <sub>2</sub> -Emission	t/1000 PCS	1.368	2.274	1.861	1.959	3.433	0.661	1.899	1.967	2.312	1.757	2.326	2.793	2.283	t/U	Direct CO <sub>2</sub> -Emission per produced unit
		Electricity CO <sub>2</sub> -equivalent	t/MWh	0.209	0.197	0.197	0.197	0.197	0.197	0.197	0.197	0.197	0.197	0.197	0.197	1	t/MWh	Electricity: (figures from local power contractor or see sheet "Conversion")
		Electricity CO <sub>2</sub> -Emission	t	75	62	59	5	4	3	4	4	5	6	6	6	19	t	Electricity
		District Heating CO <sub>2</sub> -equivalent	t/MWh	0	0	0	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0	t/MWh	District heating - (figures from local power contractor)
		Distict Heating CO <sub>2</sub> -Emission	t	0	0	0	0	0	0	0	0	0	0	0	0	0	t	District heating
		Total indirect CO <sub>2</sub> -Emission	t	158	62	59	5	4	3	4	4	5	6	6	6	19	t	Total indirect CO <sub>2</sub> -Emission
		Indirect CO <sub>2</sub> -Emission	t/1000PCS	1.180	1.004	0.996	1.189	1.321	1.614	1.060	1.531	1.061	0.968	1.174	1.044	1.054	t/U	Indirect CO <sub>2</sub> -Emission per produced unit
		Total CO <sub>2</sub> -Emission	t	341	203	170	12	14	5	12	10	14	17	18	24	59	t	Total CO <sub>2</sub> -Emission
Total CO <sub>2</sub> -Emission	t/1000PCS	2.548	3.278	2.856	3.148	4.754	2.275	2.959	3.498	3.373	2.725	3.500	3.837	3.336	t/U	Total CO <sub>2</sub> -Emission		
EN21	Total water discharge by quality and destination	Water Discharge	m³	715	718	561	43	0	21	108	69	35	46	36	46	128	m³	Water discharge (same as water consumption EN8 as not significant different)
		Water Discharge Costs	Euro	0.00	1,274.50	1,226.46	87.80	8.78	52.92	221.60	133.88	91.07	95.95	73.66	88.92	259	Euro	Costs of water discharge
		Discharge / produced unit	m³/1000 PCS	5.346	11.576	9.450	11.172	0.000	10.437	26.719	23.975	8.172	7.184	7.069	7.474	7.252	m³/1000 PCS	Water discharge per produced unit
EN22	Total weight of waste by type and disposal method	Recyclable Waste	kg	91,778	65,036	47,818	2,110	5,610	50	50	3,683	3,030	2,730	1,310	8,940	12,980	kg	Recycling material (metals, carton, plastics, ...)
		Recyclable Waste Costs	Euro	-80,185.48	-37,799.10	-30,959.48	-2,385.93	-3,651.88	12.46	10.99	-3,178.53	-1,167.40	-2,860.70	-1,435.24	-4,690.63	-8,987	Euro	Costs / revenues, credits of recycling material (metals, carton, plastics, ...) incl. transport and rent of waste container
		Residual waste	kg	54,000	50,625	16,259	1,753	1,087	1,223	1,358	1,395	1,601	2,444	2,097	3,264	7,805	kg	Residual materials / waste. Costs incl. transport and rent of waste container
		Residual waste Costs	Euro	5,821.79	6,352.58	8,392.05	687.54	685.28	711.51	721.36	750.25	746.77	649.37	609.73	590.59	1,850	Euro	Residual materials / waste. Costs incl. transport and rent of waste container
		Hazardous waste	kg	768	180	0	0	0	0	0	0	0	0	0	0	0	kg	Hazardous waste (i.e. waste oil, solvents, varnish,...). Costs incl. transport and rent of waste container
		Hazardous waste Costs	Euro	486.99	113.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0	Euro	Hazardous waste (i.e. waste oil, solvents, varnish,...). Costs incl. transport and rent of waste container
		Total Waste	kg	146,546	115,841	64,077	3,863	6,697	1,273	1,408	5,078	4,631	5,174	3,407	12,204	20,785	kg	Total Waste
Total Waste Costs	Euro	-73,877	-31,333	-22,567	-1,698	-2,967	724	732	-2,428	-421	-2,211	-826	-4,100	-7,137	Euro	Total costs of waste		
Waste / produced unit	kg/1000 PCS	1,095.829	1,866.810	1,079.350	1,003.6373	2,279.5099	632.7038	348.342	1,764.246	1,081.251	808.0587	668.957	1,982.778	1,177.554	kg/1000 PCS	Waste per produced unit		

Recyclable Waste quota	62.63%	56.14%	74.63%	54.62%	83.77%	3.93%	3.55%	72.53%	65.43%	52.76%	38.45%	73.25%	62.45%
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**11<sup>TH</sup> FEBRUARY 2014**

**CORPORATE SOCIAL RESPONSIBILITY**

## **4. Anti-Corruption**

**Principle 10** *Businesses should work against corruption in all its forms, including extortion and bribery.*

### **Our businesses are against all forms of Corruption:**

New Zealand does not have any one single agency tasked with fighting corruption. Unlike many other countries it has not seen the need to create an Independent Commission against Corruption. Rather it has a number of agencies that focus on the different elements in the fight against corruption. Some of these agencies have their focus on the more positive task of reinforcing values to ensure that New Zealand maintains a corruption free environment; others focus on the enforcement of the laws and the rules.

Transparency International ([www.transparency.org](http://www.transparency.org)) is the global civil society organisation, leading the fight against corruption. Transparency International's mission is to create change towards a world free of corruption. Transparency International's Corruption Perceptions Index (CPI) was first launched in 1995; it has been widely credited with putting the issue of corruption on the international policy agenda. The CPI ranks almost 176 countries by their perceived levels of corruption, as determined by expert assessments and opinion surveys.

*New Zealand is maintaining its No.1 position with least corruption nation and very clean image in public sector for consecutive 8<sup>th</sup> years in row. (Year 2006 to 2013).*

Attached Appendix-D of "Corruption Perceptions Index-2013"

### **Background:**

Tridonic NZ defines corruption as '*the abuse of a position of trust in order to achieve improper financial or other advantage*'. We are aware that corporate corruption can take many forms such as:

- bribery, price-fixing agreements, facilitation payments
- money laundering
- inappropriate favours, hospitality or gifts

The Zumtobel Group's Corporate Values, Code of Conduct and Corporate Policies are binding for all the Group's employees. These lay the foundation for taking the right decisions and acting in a fair, trustworthy and unprejudiced fashion towards both colleagues and business partners.

Tridonic NZ is part of a the Zumtobel Group's Code of Conduct which contains detailed regulations on corruption which all employees must observe as well as other sensitive issues such as:

- Sponsorship
- political and charitable donations
- and relations with the authorities

**11<sup>TH</sup> FEBRUARY 2014****CORPORATE SOCIAL RESPONSIBILITY****Objective:**

We believe that “*Corruption is the abuse of entrusted power for private gain*”. It hurts everyone whose life, livelihood or happiness depends on the integrity of people in a position of authority.

Tridonic NZ will not condone any form of corruption. Briefly, the giving or accepting of undue advantage and other forms of corruption, along with the damage caused by such misconduct worldwide, are a serious issue in today’s legal, economic and political environment.

For this reason, in September 2004 the Zumtobel Group of which Tridonic NZ is a member, made a clear commitment to introducing anti-corruption regulations for all business dealings, transactions and processes in all Zumtobel Group companies worldwide of which Tridonic NZ is a member.

As an active participant in the World Economic Forum’s “*Partnering against Corruption Initiative*” (PACI) the goal of the Zumtobel Group of which Tridonic NZ is a member, is to actively combat the various forms of corruption in international and national business dealings.

**Target:**

Do note, as an international company, we currently have an independent 3<sup>rd</sup> party audit carried out on a yearly basis. Fraud and corruption is an important component of this audit. Nevertheless, we will try and further improve by identifying key areas which might be susceptible to fraud and corruption in our business and rectify it.

In the Zumtobel Group we will not tolerate any form of corruption; regardless of the value or nature of the advantage this involves (cash, benefits in kind, etc.).

Inappropriate favours, gifts or complimentary benefits for customers and business partners also violate our Code of Conduct. In this respect we wish to point out that this also applies within the company to inappropriate gifts given by our employees to one another. Such gifts are not permitted and violate our Code of Conduct.

The Zumtobel Group is a fair and trusting partner and this is an asset we aim to make good use of in our global growth strategy – especially in the new markets!

**11<sup>TH</sup> FEBRUARY 2014**

**CORPORATE SOCIAL RESPONSIBILITY**

## **5. Appendix**

Appendix - A : Code of Conduct – Zumtobel group

Appendix - B : Enterprise Policy - TRIDONIC

Appendix - C : Ecolution – An initiative of TRIDONIC

Appendix - D : Corruption Perceptions Index – 2013

**11<sup>TH</sup> FEBRUARY 2014**

**CORPORATE SOCIAL RESPONSIBILITY**

## Appendix - A

# Code of Conduct – Zumtobel group

# Code of Conduct



## Basic principles

- We respect human rights and condemn all forms of discrimination.
- Our behaviour is marked by respect, honesty, transparency and dependability.
- We comply with the laws and company policies that apply to us.
- We tolerate no corruption of any kind and report corrupt behaviour by others.
- We always act in the best interests of the company.
- We respect all forms of property.
- We stand for fair competition.

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What happens in the event of violation of the Code?

Report any violation of the Code!

8 Dignity and work environment

9 Communication and collaboration

10 Integrity and conflicts of interest

11 Property and confidentiality

12 Customers and competition



## A message from the CEO



Harald Sommerer

The Code of Conduct of the Zumtobel Group is the basis on which we do business. It governs the everyday activities of all employees across the Zumtobel Group as well as the activities of our business partners.

The Code of Conduct itself is based on current legislation, on human rights and human dignity, and on our own internal regulations. The Zumtobel Group is a member of the Partnering Against Corruption Initiative (PACI) and we are committed to respecting the Conditions of Work and Employment laid down by the International Labour Organisation (ILO).

To test your own compliance with our Code of Conduct, ask yourself the following questions, to which you should always be able to answer “yes”:

- Is what I am doing legal? Is it transparent, justifiable and thus comprehensible?
- Am I acting in the best interests of the Zumtobel Group?
- Would I act the same way if a supervisor or a colleague were present?
- Would I be perfectly happy for my actions to be made public?

This brochure is designed to inform you about our ethical principles. Respecting those principles is both a duty and a personal commitment for us all.

You will find further details on our Lightweb intranet. If you have any questions or are unsure how to behave in certain circumstances, please contact your manager or the relevant departments.

Harald Sommerer  
CEO Zumtobel Group  
February 2012

## Information and contacts

The Code of Conduct is available in the various languages spoken by our employees and can be obtained from all HR departments and Works Council offices. New employees receive a copy of the Code when they join the company.

► **Lightweb:**

<http://lightweb.zumtobelgroup.com>

Full details can be found on the Zumtobel Group's intranet (► [Lightweb](#)).

Your first point of contact in questions concerning our Code of Conduct is your manager, the HR department or the Works Council. You may also contact the Zumtobel Group's Ethics Officer or colleagues at the Corporate Internal Audit or Corporate Tax & Legal departments.

## What happens in the event of violation of the Code?

Violations of our Code of Conduct lead to disciplinary measures – from a verbal warning or written reprimand all the way to dismissal. Severe violations can constitute grounds for dismissal. We also reserve the right to sue for damages and initiate proceedings under civil law.

In the case of our business partners, violation of the Code of Conduct may lead to termination of business relations or legal action.

## Report any violation of the Code!

Please report any violation of the Code of Conduct to your manager, the HR department or the Works Council. Or contact the Zumtobel Group's Ethics Officer or colleagues at the Corporate Internal Audit or Corporate Tax & Legal departments. If you are ever unsure about the proper course of action or have any questions, these are the people you should ask!

All contacts and reports will be treated confidentially and looked into carefully. Making a report will have no negative consequences for you, unless you deliberately make a false accusation.

# 1. Dignity and work environment

We reject all forms of discrimination. Every person is unique, precious and has their own individual capabilities.

We do not tolerate any form of sexual discrimination in the workplace.

The Zumtobel Group does not accept working conditions that fail to comply with international laws and regulations. We also expect this of our business partners.

Child labour and forced labour are strictly prohibited.

All employees are entitled to fair and proper compensation for their work.

As an employer, the Zumtobel Group ensures that working conditions are safe and hygienic worldwide.

We are familiar with and comply with the health and safety regulations of the Zumtobel Group.

Any form of drug misuse is prohibited. Consumption of alcohol and smoking are prohibited at the workplace. Please also see the respective local plant regulations in this respect (e.g. smoking areas or exceptions for internal celebrations).

We adopt a sensitive and sustainable approach to energy and resources.

We are familiar with our environmental guidelines and observe them. We also expect this of our business partners.

## 2. Communication and collaboration

Our behaviour is marked by respect, esteem, dependability and trust.

We always treat our colleagues, customers and partners politely and fairly.

We communicate openly, honestly and transparently.

We are helpful, support one another and work together constructively.

We keep our promises and only make promises that we can keep.

We address conflicts, problems and undesirable developments objectively and at the earliest possible moment and work together to find solutions.

Our communications with the authorities are conducted with foresight and in a spirit of partnership. As a rule these are the responsibility of duly authorised employees or of management.

We direct any enquiries from the press to the Corporate Communications department (news services and business media: questions about the company) or to the relevant PR managers of the brands (trade press: questions about products or projects).

We are aware that even “private” communications on the internet are “public” and can reflect on the Zumtobel Group. We conduct our private and professional activities in the World Wide Web accordingly.

### 3. Integrity and conflicts of interest

We are familiar with the relevant laws and company policies and respect them.

Anyone demonstrating corrupt behaviour is misusing their position in order to obtain inadmissible benefits for themselves or the company. Corruption includes but is not restricted to bribery, the granting or acceptance of advantages, price fixing, facilitation payments, embezzlement, misappropriation of funds, fraud, extortion or money laundering. We do not tolerate any form of corruption. We report any incidences of corruption that we encounter among colleagues, business partners, suppliers or the authorities.

Moreover, when gifts, invitations or other business courtesies are offered, this must never give rise to the impression that we are trying to exert improper influence on business decisions. The same applies vice versa when we are the recipients of hospitality or gifts.

As a matter of principle, we do not make donations to political parties. Similarly, during election campaigns, we do not allow representatives of political parties to speak at the company or at public events staged by our brands (e.g. at trade fairs). When no elections are pending, however, we are happy to provide an insight into the company.

Donations to charities and sponsoring activities are only permitted within the framework of the appropriate policies.

Personal interests must in no way collide with the interests of the Zumtobel Group.

Examples of possible conflicts of interest include:

- engaging in an activity outside the Zumtobel Group which could have a negative impact on our work;
- business transactions involving friends, acquaintances or relations;
- holdings (of over 3%) in companies with which we do business;
- having management responsibility for a close relative.

## 4. Property and confidentiality

We always treat the property of the Zumtobel Group and the property of third parties with the utmost care.

The intellectual property of the Zumtobel Group includes inventions, research findings, product and software developments, as well as all data stored in our IT systems. We take care to protect all of this.

In line with the above, we do not reveal any information to third parties unless this has been expressly approved for release. This includes contracts, employee, customer and supplier data. In this way we ensure that confidential information is not passed on to unauthorised third parties.

If we have good reason to pass on confidential information to third parties, we first ensure that they have signed a non-disclosure agreement.

For our part, we also respect the intellectual property of others. Trust and confidentiality are mutual arrangements.

All private use of business resources and office equipment is prohibited. Exceptions are governed by the relevant policies (e.g. private use of company cars).



## 5. Customers and competition

Unfair competition occurs when a company distorts competition or acts in an unethical way.

We never deliberately communicate false or misleading information about our products or services.

We are dependable partners. We meet our contractual obligations. Our purchasing decisions are based entirely on objective criteria such as the quality or price of a product or service.

We never speak negatively or disparagingly about our competitors and their products or services.

We do not take advantage of our customers or business partners.

We do not engage in supply boycotts or enter into anti-competitive arrangements with competitors, suppliers or customers.

In the project business sector we negotiate individual prices with our customers. These take into account our current price lists and terms & conditions, the complexity of the project and the competitive environment.

There are clear regulations governing free-of-charge deliveries. We are familiar with the current company policies (e.g. "Free-of-Charge Policy") and respect them.

**11<sup>TH</sup> FEBRUARY 2014**

**CORPORATE SOCIAL RESPONSIBILITY**

Appendix - B

Enterprise Policy TRIDONIC

## **Enterprise Policy Tridonic**

The 5 pillars of our Enterprise policy are based on the values and the code of conduct of the Zumtobel group:

### **Stakeholders**

We respect the needs of our planet and its people.  
We target sustainable, profitable growth.  
We believe in long-term relationships.

### **Products, Processes and Methods**

We adopt a sensitive and sustainable approach to energy and resources.  
We live innovation.  
We show initiative and courage.

### **Education and Training**

Our success is based on a corporate culture that enables our employees to live their passion for light and invest and grow their knowledge and creativity. Through all of this we attain maximum customer satisfaction and the ideal balance between light quality and energy efficiency.

### **Continuous Improvement**

We delight our customers with the quality of our products, services and solutions. This requires the continuous optimization of our processes and an in-depth understanding of customer needs.

### **Legal Compliance**

We are familiar with the relevant laws and company policies and respect them. We are familiar with our environmental guidelines and observe them. We also expect this of our business partners.

We are familiar with and comply with the health and safety regulations of the Zumtobel Group. We do not accept working conditions that fail to comply with international laws and regulations. We also expect this of our business partners.

**11<sup>TH</sup> FEBRUARY 2014**

**CORPORATE SOCIAL RESPONSIBILITY**

## Appendix - C

Ecolution – an initiative of TRIDONIC



**ecolution**  
An initiative of TRIDONIC



## Sustainability at Tridonic

Sustainability is more than just a word for us: it embodies our responsibility in all that we do.

At Tridonic we adhere to a holistic sustainability concept. In keeping with our vision of “Through light, we care“, we take responsibility for our employees and our customers, for the environment and society – as a responsible employer, as a good neighbour and as a reliable business partner who offers high-quality products with the best possible properties.

We are constantly looking to improve our sustainability credentials. We are helped in this respect by our sustainability strategy, a systematic sustainability programme with strategic objectives and concrete measures, and regular reporting on our activities and progress in all aspects of sustainability\*.

With close reference to our core business we are making a significant contribution to greater sustainability. Our products are helping our customers to manage their valuable energy resources efficiently, thereby helping the environment and creating financial benefits.



“The aim of our ecolution initiative is to show our customers that by using intelligent component solutions from Tridonic they can achieve greater convenience, improved economy and better quality of light, and all at reduced energy consumption. And to ensure that you benefit twice over – ecologically and economically.”

**Alfred Felder, CEO Tridonic**

As part of our holistic sustainability concept, the Tridonic ecolution initiative stands for the added value in terms of sustainability and energy efficiency that we are offering our customers.

Under the ecolution umbrella we have gathered together all the activities and measures that contribute to optimised and at the same time ecological lighting solutions for our customers. With this initiative we aim to make it absolutely clear to our customers exactly what Tridonic solutions can offer them in terms of sustainable added value. There are three aspects here:

- ▶ Energy savings through technological innovation
- ▶ Maximum quality and safety
- ▶ Excellent customer service and advisory skills

# Light and sustainability

Lighting and environmental protection are inextricably linked.

Power for lighting makes up almost 19% of global energy consumption and is also responsible for nearly 6% of global greenhouse gas emissions. This corresponds to all the emissions from Germany and Japan combined. By combining modern light sources with innovative light management systems a large proportion of this can be reduced.

**19%**

of global energy consumption is due to artificial lighting <sup>1</sup>

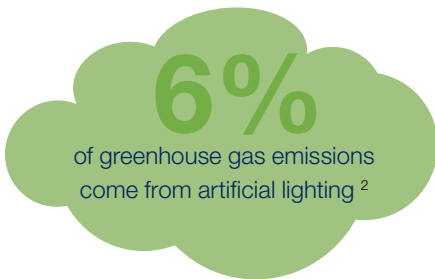


Fluorescent lamps still produce 70% of artificial light throughout the world <sup>2</sup>



**6%**

of greenhouse gas emissions come from artificial lighting <sup>2</sup>



Eco balance of a converter <sup>3</sup>

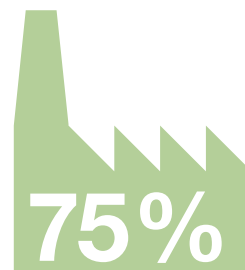
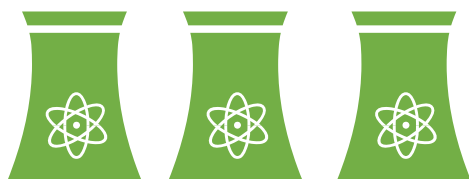
**99%**

operation

- < 1% production
- < 1% transport
- < 1% raw materials
- < 1% recycling

**2020**

would be the year in which three nuclear power plants could be shut down if Germany switched totally to LED lighting <sup>4</sup>



of industry and office lighting in Europe is outdated or inefficient <sup>2</sup>



With appropriate ecological lighting design, efficient lighting technology and task-specific lighting control it is possible to reduce power consumption, operating costs and environmental impact considerably.

► This is why at Tridonic we devote all our energy to your light.

We can work together with you to achieve maximum possible savings based on a tailor-made system solution from Tridonic.

## Potential savings from component solutions

Light source / light module	Control gear	Light management
		
<p><b>Potential savings with LEDs:</b></p> <ul style="list-style-type: none"> <li>___ 30 to 50 % compared with fluorescent lamps</li> <li>___ 20 to 40 % compared with HIDs</li> </ul>	<p><b>Electronic control gear / LED converters:</b></p> <ul style="list-style-type: none"> <li>___ Essential for intelligent lighting control</li> </ul>	<p><b>Potential savings:</b></p> <ul style="list-style-type: none"> <li>___ Daylight-dependent control up to 70 %</li> <li>___ Presence and time management up to 50 %</li> <li>___ Maintenance control 10 to 15 %</li> </ul>

Source:

- 1 United Nations Environment Programme [www.unep.org]
- 2 Austrian Ministry of Life, 2013 [www.lebensministerium.at]
- 3 Tridonic GmbH & CO KG: Environmental Product Declaration for LCAI 20W 350mA ECO SR [www.tridonic.com]
- 4 McKinsey, 2012. Lighting the way: Perspectives on the global lighting market

Through light, we care -  
We meet the needs of man and the environment with innovative component solutions.

# ecolution – energy savings through technological innovation

Our component solutions for your success.

Tridonic offers its customers not only individual components but also holistic system solutions that help to improve their energy balance. Our customers achieve significant energy savings by switching to modern innovative lighting technologies such as LEDs and OLEDs.

Although impressive improvements are possible with a minimum of technical and structural changes, it is through the use of intelligent light management systems that the greatest progress can be made. Energy savings of up to 80 % can already be made in conjunction with intelligent lighting control systems, dimmable and electronic control gears and sensors. Our aim at Tridonic is to offer you intelligent technical solutions that provide light and energy consumption tailored precisely to your particular requirements.

Tridonic has an entire portfolio of sustainable product solutions - here is a snapshot:

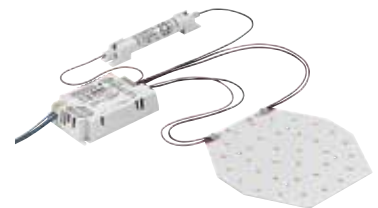
## Organic light emitting diodes (OLEDs)

- \_\_\_ OLED modules enable 100 % of the light generated to be used with no losses caused by reflectors.
- \_\_\_ This significantly reduces energy costs compared with conventional light sources.
- \_\_\_ OLEDs are an extremely eco-friendly and sustainable lighting option, offering maximum light from minimum material outlay.
- \_\_\_ Simple recycling. OLEDs contain more than 90 % glass so they are not classified as special waste. The phosphor used is non-poisonous and constitutes less than 1 g/m<sup>2</sup>.



## LED products for general illumination

- \_\_\_ Energy savings of up to 60 % compared with conventional technology.
- \_\_\_ As an emergency lighting option they provide greater safety in buildings – and are extremely energy-efficient and reliable.
- \_\_\_ Sustainable right to the end. Long life of 50,000 hours and more
- \_\_\_ LED products are ideal for efficient dimming and therefore open up even greater energy savings.
- \_\_\_ The Tridonic system offerings are designed for particularly high levels of sustainability. In a dynamic LED environment our LED modules and LED converters are constantly being further developed and remain backwards compatible.



## Light management: luxCONTROL-system products

- \_\_\_ Convenience and energy savings made easy. Daylight and artificial light in perfect combination.
- \_\_\_ Tailor-made solutions: from individual intelligent luminaires through large room installations to extensive lighting concepts in buildings.
- \_\_\_ Energy savings of up to 80 % are possible with dimmable LED systems comprising light management systems (presence sensors and daylight usage), LED light engines and LED converters.



## Sample applications and possible system combinations



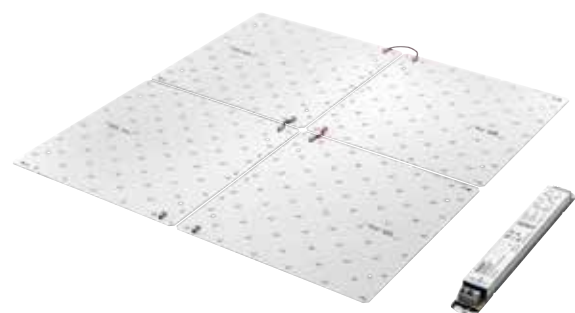
### TALEXengine STARK SLE GEN3 CLASSIC

- LED module for installation, ideal for use in spotlights and downlights
- High module efficiency of up to 137 lm/W
- The new “Best LED Operation” (BLO) mode ensures that there is the optimum balance between efficiency, lifetime and cost. Constant luminous flux at all colour temperatures in conjunction with Tridonic LED converters in the TOP and ECO series
- Energy savings of up to 40 % compared with conventional lighting, e.g. downlights with 26 W compact fluorescent lamps



### TALEXengine STARK CLE CLASSIC EM

- Ideal for ceiling and wall luminaires
- LED system solution consisting of an LED module, control gear with integrated emergency lighting function and SWITCH sensor
- Module efficiency of up to 136 lm/W
- Suitable replacement for circular or TC DD fluorescent lamps
- Energy savings of up to 46 % compared with conventional lighting, e.g. TC-DD 28 W
- Additional energy savings from motion sensors



### TALEXengine STARK QLE G2

- Ideal for linear and area luminaires
- Combination LED module for general and emergency illumination
- Module efficiency of up to 136 lm/W
- The perfect combination: LED system solution consisting of an LED module and dimmable LED converter LCAI ECO
- Ideal replacement for T5, T8 and TCL fluorescent lamps
- Energy savings of up to 45 % (compared with conventional lighting, e.g. T8 fluorescent lamps)

# Practical proof

Tridonic meets the requirements and wishes of its customers: for greater efficiency — in terms of ecology and economy.



## **Future School Programme, Abu Dhabi, United Arab Emirates (UAE)**

Customer requirements: Efficient light management in conjunction with significant energy savings. Light should only be switched on where and when it is needed.

The Tridonic system solution: The luminaires were connected via the winDIM@net system and a DALI network with light sensors, motion sensors and timer switches. The light sensors enable natural daylight to be fully exploited, with dimming levels based on the amount of natural light available. With motion sensors and timer switches installed the lighting is only ever switched on when and where it is actually needed. More than 15,000 Tridonic products have been installed in 16 schools.



## **Municipal Library and Culture Centre, Vallentuna near Stockholm, Sweden**

Customer requirements: Attractive optical lighting effects with an intelligent control system which also makes use of natural daylight. The lighting solution had to be easy to use and controllable from a central location.

The Tridonic system solution: The entire lighting control functionality is handled via a DALI network. The intelligent light management system comprising more than 800 Tridonic products has led to a significant reduction in energy consumption and has made maintenance, monitoring and control much easier. The products included DALI TOUCHPANEL, DALI MSensor and TALEXXconverter.



## **Morrisons supermarket chain, Bradford, UK**

Customer requirements: A reduction in energy costs and the same high quality of light.

The Tridonic system solution: The old T8 fluorescent lamps and HF control gear have been replaced by state-of-the-art LED technology. With the aid of a total of more than 270,000 Tridonic products (including TALEXXmodule STARK LLE 24 and TALEXXconverter LCI 70 W 300 mA) Morrisons has been able to make energy savings of up to 70%. This translates into annual savings of 195 tonnes of CO<sub>2</sub> and 37,470 euros.

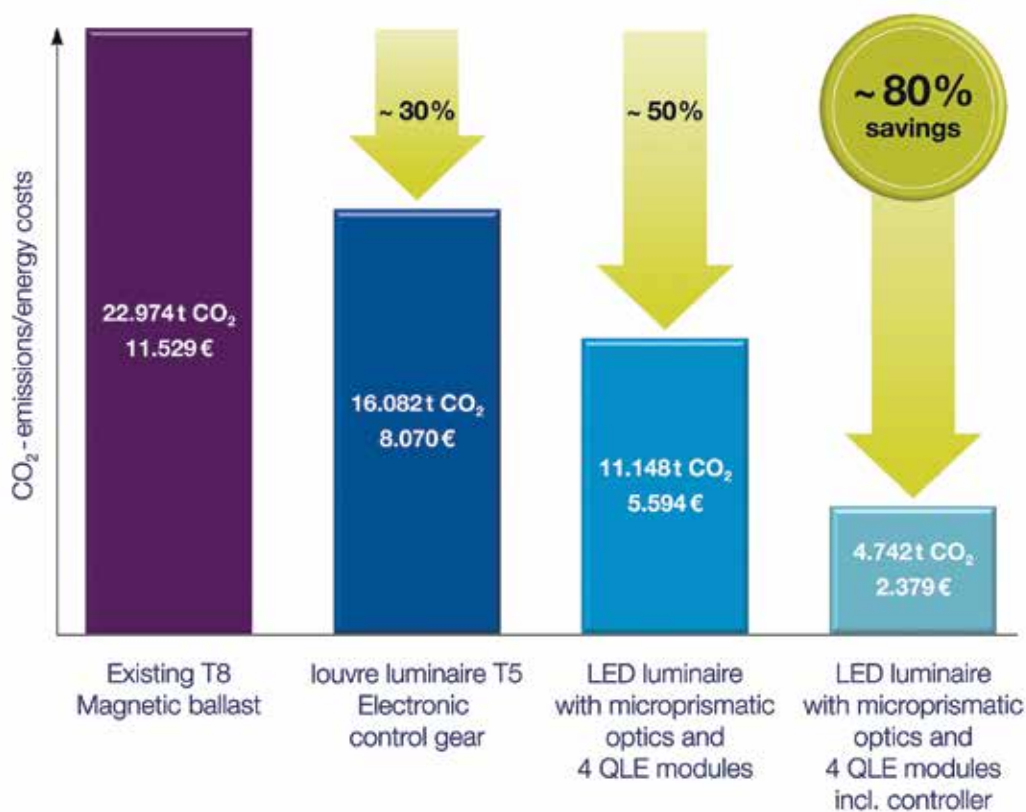
# The results are crystal clear

The example of rectangular recessed luminaires in the Office application shows that switching to LED lighting is a worthwhile move.

If we compare different lighting solutions in a classic office with a floor space of around 63m<sup>2</sup> and 15 luminaires, the difference is very soon apparent. Replacing the existing T8 luminaires and magnetic ballasts with LED luminaires each equipped with four Tridonic QLE modules the savings in energy costs over the entire lifetime of the system amount to around 6000 eu-

ros. And if a Tridonic lighting control system with daylight-dependent and presence-dependent control is added the total savings rise to an impressive 9150 euros. This changeover would also reduce CO<sub>2</sub> emissions from about 23 t to around 4.8 t. This corresponds to savings of almost 80 %.

## CO<sub>2</sub> emissions and energy costs over the lifetime of the system



Switching from an existing lighting system comprising T8 luminaires and magnetic ballasts to an LED lighting solution with Tridonic QLE modules and Tridonic lighting control system can potentially offer savings of around 80%. In concrete terms this represents a saving in energy costs of 9,150 euros.

Assumptions: Room size (L x W x H): 12 x 5.3 x 3 m | No. of luminaires: 15 rectangular recessed luminaires | Electricity costs: 0.15€ per kWh with an annual increase of 5% | Hours burned: 2700h per year | Lifetime: 15 years | Emission rate: 0.43 kg CO<sub>2</sub> per kWh | Lighting control: presence control (20%) and daylight control (50%)

# ecolution – maximum quality and safety

From the initial idea to waste disposal at the customer's premises: Tridonic stands for quality, safety and transparency throughout the entire life cycle of a product.

## Quality – maximum required

We are committed to meeting the highest demands in terms of quality. For us, quality means more than just perfect product solutions and faultless production, it means offering uniform process and service quality. Certification of our quality management processes to ISO 9001, environmental management to ISO 14001 and energy management to ISO 50001, continual improvements in efficiency, rejection rates and waste, constant advances in complaints management and not least the regular professional development of our employees are just some of the many ways we ensure top quality – in all that we do.

## Compliance – but of course

Tridonic guarantees that all its products comply with all the relevant standards and regulations. This applies in particular to the regulations governing quality of light, energy efficiency and labelling. We expect the same of our business partners. We use material compliance software to monitor and document compliance with standards and regulations by our suppliers.

## Transparency – a pioneering initiative

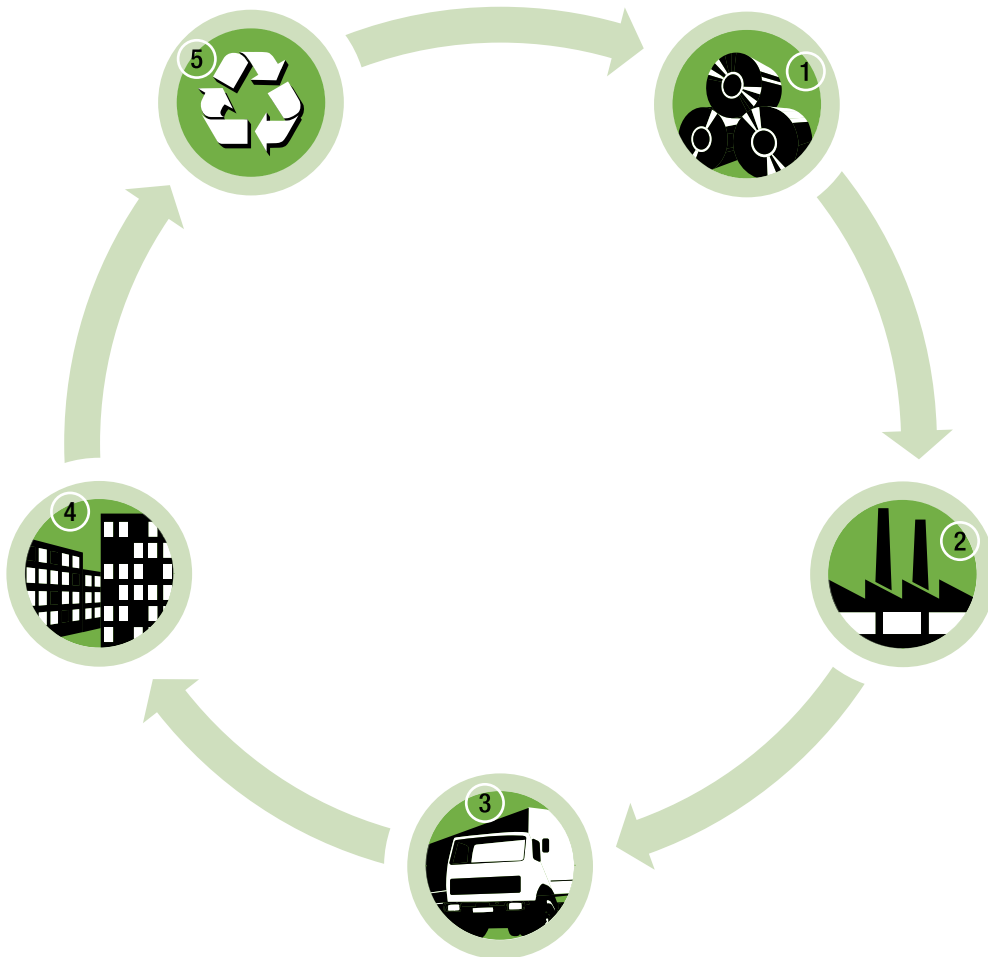
Tridonic offers environmental declarations to ISO 14025 and EN 15804 for all its new products – this puts us ahead of the competition. Environmental Product Declarations (EPDs) systematically record all the environmental impacts of a product throughout its life cycle - everything from the raw materials to waste disposal, including transport, production and usage. We can therefore easily answer any questions you may have regarding product-related environmental data.



“The Environmental Product Declarations help us to reduce the environmental impact of our products through correct design and choice of materials. They also help you to make informed purchasing decisions based on environmentally relevant criteria.”

**Karl-Heinz Fenkart,**  
Tridonic Global Product Management Director

## The life cycle - our overall responsibility



### 1 Material selection

- \_\_\_ Compliance with laws and directives (including REACH, RoHS, ErP)
- \_\_\_ Efficient use of materials
- \_\_\_ Transparent documentation of the environmental impacts of the products in Environmental Product Declarations
- \_\_\_ Material compliance software for monitoring the components used

### 2 Production

- \_\_\_ Improvement of process quality through Lean Six Sigma
- \_\_\_ Quality management ISO 9001
- \_\_\_ Environmental management system ISO 14001 and environment programmes in all factories on that basis
- \_\_\_ Energy management system ISO 50001
- \_\_\_ Use of eco-friendly product packaging, transportation packaging and outer packaging wherever possible
- \_\_\_ Consideration of sustainability aspects in investment decisions

### 3 Transport

- \_\_\_ Documentation of the CO<sub>2</sub> emissions from transportation
- \_\_\_ Consideration of sustainability aspects in the selection of freight forwarding companies
- \_\_\_ Efficient transport logistics through grouping in the HUB system
- \_\_\_ Project in Vorarlberg/AT for switching from road to rail

### 4 Usage phase

- \_\_\_ Use of energy-saving lighting technology, in particular LEDs and lighting control
- \_\_\_ Planning and consultation services for sustainable component solutions for our customers' lighting systems

### 5 Recycling

- \_\_\_ Compliance with statutory requirements



## ecolution – excellent customer service and advisory skills

Highly qualified employees, sound advice, a wide range of tools and cooperation based on trust are our guarantee for satisfied customers and long-term success.

### **Employee training**

Changes to the market are presenting so many fresh challenges. As new technologies are adopted and development cycles get shorter and shorter the know-how of our employees is becoming one of our crucial resources. By providing regular training for our employees and sales organisations we ensure that the people behind the Tridonic brand are equal to these challenges so they can give you the best possible advice.

### **Customer training**

Tridonic has the same objective as its customers — to install the optimum system solution. We provide you with first-class support in the form of customer training and by sharing our in-depth application know-how. And we are always available to give advice.

### **Product experience**

At trade fairs (including Light+Building in Germany and Guangzhou International Lighting Exhibition in China) and at our Path of Light at our headquarters in Dornbirn (Austria) we give our customers the opportunity to experience our products close up in different applications. The Path of Light is a tour comprising a total of six stations where we demonstrate our product solutions to our customers, giving them advice on different applications and technologies, and aiming to leave them impressed.





### Software support and consultation tools

The new electronic Application Handbook (eIAPP) gives customers an excellent overview of Tridonic's lighting control solutions. It contains descriptions of the lighting control functions for more than twenty sample applications and therefore gives employees an opportunity to discuss specific requirements with customers and at the same time to showcase their system competence. Representative technical requirements and associated specifications are presented in three different functionality levels (Basic, Medium, High) and potential energy savings, convenience, integration options and much more are all highlighted. You'll find eIAPP at [tridonic-application-guide.com](http://tridonic-application-guide.com)

### Design-in Support

More than customer service: with Design-in-Support we create the perfect solution with and for our customers. We point out the installation and application options, carry out thermal measurements over time and analyse competitor solutions. We proactively demonstrate how certain lighting components can be used to make luminaires more energy-efficient and also improve their performance in other respects. All the solutions have been fully tested in practice. The specialists involved work with the luminaire, design it and perform measurements on it. The results of the design-in process are continually documented and flow back into the development of new products.

Light. Exploring it, understanding it, and creating new lighting concepts – this is Tridonic's core expertise. For more than 50 years we have been turning your ideas into light. Today, some 2,000 experts all over the world put in all their creativity to develop cutting-edge technologies to be used for the control and operation of innovative lighting systems; and they are doing it with great passion, in cooperation with you.

**We devote all our energy to your light.**

For further information and order data  
go to [www.tridonic.com](http://www.tridonic.com).



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**11<sup>TH</sup> FEBRUARY 2014**

**CORPORATE SOCIAL RESPONSIBILITY**

## Appendix - D

# Corruption Perceptions Index – 2013

# **CORRUPTION PERCEPTIONS INDEX 2013.**



**TRANSPARENCY  
INTERNATIONAL**  
the global coalition against corruption

Transparency International is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, we raise awareness of the damaging effects of corruption and work with partners in government, business and civil society to develop and implement effective measures to tackle it.

# CORRUPTION PERCEPTIONS INDEX 2013

From children denied an education, to elections decided by money not votes, public sector corruption comes in many forms. Bribes and backroom deals don't just steal resources from the most vulnerable – they undermine justice and economic development, and destroy public trust in leaders.

But while the results of corruption are clear, the real extent of the problem is harder to pin down. Corruption is shadowy and secretive by nature. We all know corruption is a problem, but how bad is it, and what can be done?

This is where the Corruption Perceptions Index comes in. Based on expert opinion, the index measures the perceived levels of public sector corruption in countries worldwide, scoring them from 0 (highly corrupt) to 100 (very clean). Covering 177 countries, the 2013 index paints a worrying picture. While a handful perform well, not one single country gets a perfect score. More than two-thirds score less than 50.

The need for greater accountability is clear, and leaders cannot look the other way. But recognising the problem is only the first step – governments need to turn pledges into actions. All citizens deserve bribe-free services, and leaders that are answerable to the public, not to powerful friends. Working together, we can make this a reality.

[www.transparency.org](http://www.transparency.org)

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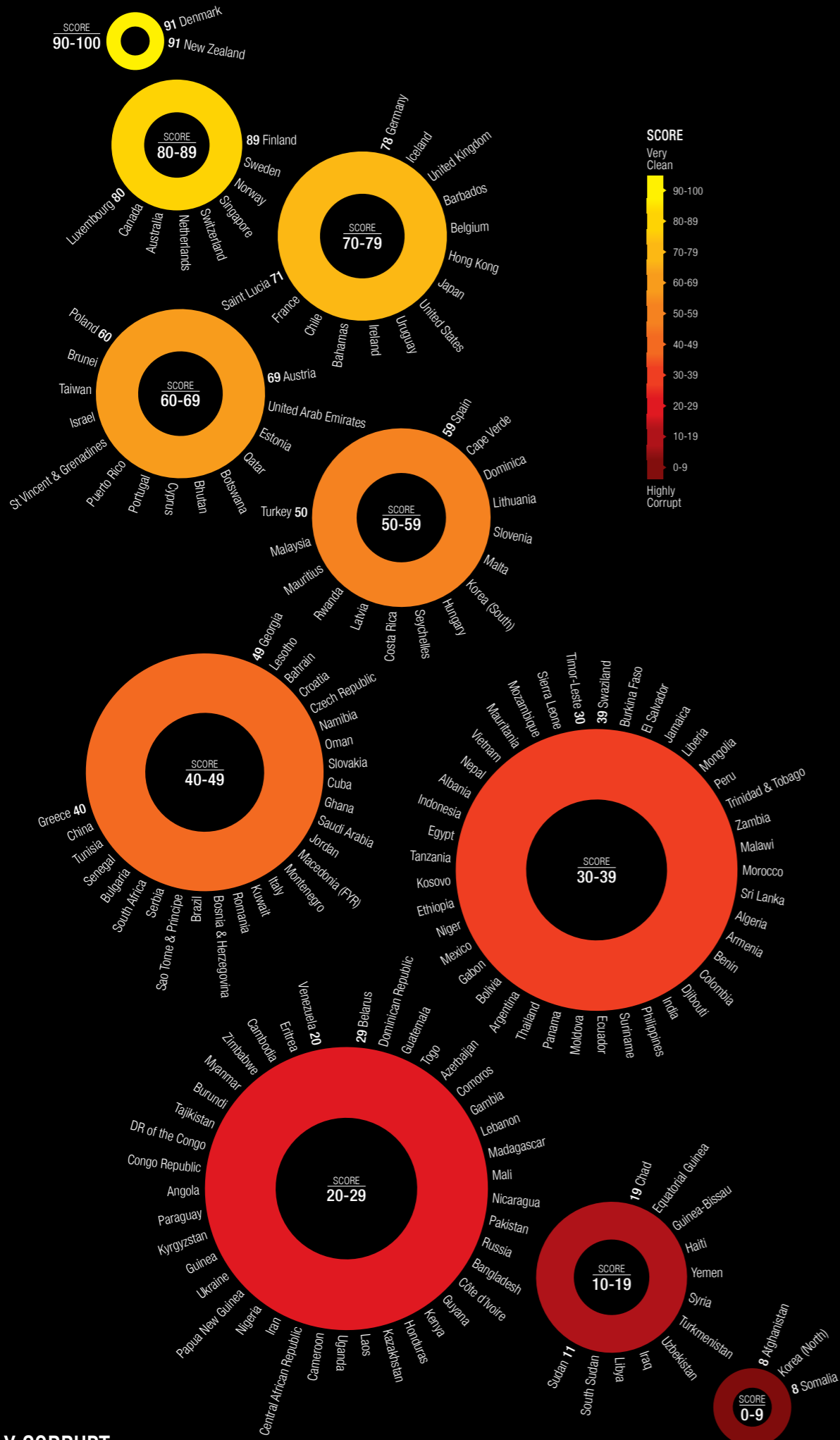
Every effort has been made to verify the accuracy of the information contained in this report. All information was believed to be correct as of November 2013. Nevertheless, Transparency International cannot accept responsibility for the consequences of its use for other purposes or in other contexts.



Test your knowledge.  
Follow the discussion.  
Have your say.  
[#stopthecorrupt](https://twitter.com/stopthecorrupt)

[www.transparency.org/cpi](http://www.transparency.org/cpi)





# VISUALISING THE DATA.

We all know corruption is a problem, but how bad is it? For the Corruption Perceptions Index 2013, we ranked 177 countries and territories around the world on their perceived levels of public sector corruption. Here are the results.

Scoring less than 50 out of 100, almost 70 per cent of countries are perceived to have a serious corruption problem. No country achieves a perfect score. How corrupt is your country?

## 69%

The percentage of countries worldwide that score less than 50 – indicating a serious corruption problem.

### How to read the infographic

Countries and territories in the Corruption Perceptions Index are scored and ranked. The colour indicates the level of perceived corruption and the size of the circle shows the percentage of countries that fall within the score range. Countries are listed in order of rank going clockwise.

### AMERICAS

66% score below 50  
Top: Canada  
Bottom: Haiti



### EU & WESTERN EUROPE

23% score below 50  
Top: Denmark  
Bottom: Greece



### ASIA PACIFIC

64% score below 50  
Top: New Zealand  
Bottom: Afghanistan, Korea (North)



### MIDDLE EAST & NORTH AFRICA

84% score below 50  
Top: United Arab Emirates  
Bottom: Sudan



### EASTERN EUROPE & CENTRAL ASIA

95% score below 50  
Top: Turkey  
Bottom: Turkmenistan, Uzbekistan



### SUB-SAHARAN AFRICA

90% score below 50  
Top: Botswana  
Bottom: Somalia



