

Landis  
+ Gyr<sup>+</sup>

manage energy better

# SUSTAINABILITY REPORT 2019 | 2020



# AT A GLANCE

Landis+Gyr is a leading global provider of integrated energy management solutions for the utility sector. Offering one of the broadest portfolios, the Company delivers innovative and flexible solutions to help utilities solve their complex challenges in Smart Metering, Grid Edge Intelligence and Smart Infrastructure.

Landis+Gyr combines know-how, clarity of vision and cutting-edge technology to help utilities capitalize on decentralization of generation, decarbonization of economies, digitalization of utility operations and better serve their customers. With sales of USD 1.7 billion in FY 2019, and 5,800 people in 27 countries across five continents, Landis+Gyr unleashes the true potential of change to transform the world of energy for the better.



**WATER**  
-11%



**WASTE**  
-6%



**CHEMICALS**  
-12%



**CO<sub>2</sub>e**  
-9%

**8,000,000<sub>T</sub>**  
**OF DIRECT CO<sub>2</sub> EMISSIONS REDUCED**  
**THROUGH THE INSTALLED SMART METER BASE**

## IN 2019/20, LANDIS+GYR

- Signed up to the UN Global Compact
- Adopted the Global Reporting Initiative Standards (Core option)
- Made significant headway in the Company's comprehensive ESG program

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# 1 SUSTAINABILITY - PART OF OUR DNA

- Landis+Gyr enabled 8 million tons of direct CO<sub>2</sub> emission reduction in FY 2019/20 through the installed Smart Meter base
- The Group reduced its own CO<sub>2</sub> emissions by an additional 9% in the reporting period
- CSR goals established as an element for management's and employees' Short-Term Incentive
- The Company signed up to the UN Global Compact and has adopted the Global Reporting Initiative (GRI) core option with this report



Sustainability is at the core of what we do, it is part of our DNA and ingrained in our mission to *manage energy better*. As a global leader in an essential industry, we are proud to provide critical infrastructure to utilities around the world, helping our customers, energy consumers and entire communities to manage energy in a more informed and sustainable way. At Landis+Gyr, we hold ourselves and everyone we interact with to very high standards. Over the last 120+ years, we have built a solid reputation in respect to leading innovation, quality products and as a trusted partner with high integrity.

Our products and services help utilities and their customers to utilize energy and corresponding infrastructure more economically and sustainably. In addition, energy management systems play an essential role as companies all over the world increasingly focus on sustainable development. The European Commission has projected reduction in emissions in the European Union by up to 9% through the roll-out of smart metering and smart grids. Such projections exist for all key markets and allowed us to calculate savings of 8 million tons of direct CO<sub>2</sub> emissions in 2019/20 through Landis+Gyr's smart meters installed world-wide. Furthermore, Landis+Gyr is one of the leading global partners for utilities and economies to build sustainable grids of the fu-

ture and thus proactively supports the transformation of the energy industry. Internally, we strive to optimize efficiencies and processes to continue to minimize resource consumption and to further strengthen our competitive position.

Given our global presence, we have the opportunity to affect positive change all over the world. As a market leading energy management company, we have a responsibility not only to our shareholders, employees, customers, partners and suppliers, but also to the communities, in which we operate, to demonstrate responsible and sensible behavior in everything we do. It is our mission to *manage energy better* and to drive positive change, including best in class sustainable social, environmental and governance practices. The objectives pursued by the United Nations' Global Compact are strongly aligned with our own aspirations. Our refreshed Code of Business Ethics and Conduct reemphasizes our motivation to sign up to the UN Global Compact and to communicate on progress towards our CSR targets as well as their alignment with the United Nations Sustainable Development Goals. We proudly confirm the continued support of the UN Global Compact and its ten principles in the areas of Human Rights, Labor, Environment and Anti-Corruption. ►

Holding ourselves to very high standards, this report also reflects on what has been achieved compared to the direction envisaged. In doing so, we follow a comprehensive materiality analysis and adopted the Global Reporting Initiative (GRI) as a framework for this report, which, for the first time, is created in accordance with the GRI Standards Core option. As a provider of metrology, we take on the challenge of measuring our economic, environmental, and social performance and reporting on these annually to our stakeholders. Additionally, we are committed to the standards defined in the UN Global Compact as the foundation of our efforts to firmly establish a culture of integrity and to act responsibly, ultimately expanding our commitment to compliance and integrity.

In 2007, we started our journey around carbon footprint and for years now, we have been collecting and improving figures on waste, water and chemicals used worldwide. These efforts are being recognized, as, according to a study by Morgan Stanley, 32% of Landis+Gyr shares are owned by sustainable funds. This ranks Landis+Gyr second amongst European companies and encourages us to continue our path as an industry leader.

- **We strive for a further improvement of the Company's Carbon Footprint**
- **We enhance our waste management and aim to reduce the landfill ratio**
- **We follow our ambitious CSR Roadmap and prepare for the next CSR cycle 2022–25**



Our Corporate Social Responsibility (CSR) policy, as part of a set of comprehensive policies, control mechanisms and certifications governing our internal and external operations, manifests what drives our behavior every day. Consequently, our CSR goals are also linked to our Short-Term Incentive Plan (STIP). As of Financial Year 2020 (1.4.2020–31.3.2021), all eligible Landis+Gyr employees will have 10% of their respective short-term incentive linked to CSR goals. These goals address both the enhancement of the environmental impact of the Company as well as our products.

We take pride in the progress we have made and the impact our products, services and actions have on communities and the environment every day. We continue to strive for further improvement to drive forward our mission to *manage energy better* and leading the way in doing so responsibly. ●

**Werner Lieberherr**  
Chief Executive Officer



# 1.1 ABOUT THIS REPORT



This report covers the reporting period of Landis+Gyr's financial year 2019/20 from April 1st, 2019, to March 31st, 2020, for all relevant core data regarding the GRI Core option, where not stated differently. Some of the additional illustrative examples provided in [Chapter 6](#) describe projects that exceeded the reporting period and took place, for example, in summer 2020. Where this is the case, it is stated in the text.

The report covers the Landis+Gyr Group AG, also referred to as "the Company" or "the Group". Landis+Gyr Group AG is a joint stock company listed at SIX Swiss Exchange in Switzerland (ISIN: CH0371153492, ticker symbol: LAND, valor number: 37115349).

The Company reports annually on its Corporate Social Responsibility progress. This report on FY 2019/20 is the first report of the ongoing reporting cycle from FY 2019/20 to FY 2021/22. It features two

important new standards: Firstly, Landis+Gyr Group AG signed up to the United Nations Global Compact (UNGC) and is implementing the ten principles of the UNGC in its internal and external business operations. This document reports on the progress on the ten principles on the UNGC. Secondly, this is the first report by Landis+Gyr Group AG that has been prepared according to the Global Reporting Initiative GRI Standards, adopting the Core option.

Landis+Gyr implemented the GRI standards based on the principles of Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness. With regard to the quality of the information reported, the principles of Accuracy, Balance, Clarity, Comparability, Reliability and Timeliness were adhered to. ►

### Supporting the ten principles of the United Nations Global Compact

Landis+Gyr signed up to the United Nations Global Compact (UNGC) in January 2020. While the company adhered to the ten guiding principles of the UNGC already before signing, the formal adherence to the UNGC is a motivation to enhance the sustainability report to fulfill Communication on Progress to UNGC.

**WE SUPPORT**



#### Human Rights

Landis+Gyr respects and protects international human rights and, with its renewed Code of Business Ethics and Conduct and its Supplier Code of Conduct, continues to make sure that the Company is not complicit in human rights abuses. The Communication on Progress for this topic is covered in the introduction to [Chapter 6](#) as well as in [Chapter 6.6 Fair labor practices](#) and [6.3 Strategic responsible sourcing](#).

#### Labor

Landis+Gyr upholds the freedom of association and the effective recognition of the right to collective bargaining. It recognizes the importance of the elimination of all forms of forced and compulsory labor, the effective abolition of child labor and the elimination of discrimination. The Communication on Progress for this topic is covered in the same chapters as mentioned above for Human Rights.

#### Environment

Landis+Gyr applies a precautionary approach to environmental challenges and promotes greater environmental responsibility through dedicated initiatives as well as through its products and services. Landis+Gyr develops and provides environmentally friendly technologies and helps others to do so. The Communication on Progress for this topic is covered in [Chapters 6.1 Energy efficiency and climate protection](#) and [Chapter 6.2 Resource efficiency](#), and environmental data is reported in [Chapters 7.1–7.4](#).

#### Anti-Corruption

Landis+Gyr works against corruption in all its forms, especially extortion and bribery. Communication on Progress for this topic is covered in [Chapter 6.9](#).

Landis+Gyr has an anonymous grievance Speak Up system in place for all kinds of suspected or known violations against its policies, including the above topics (see [Chapter 6](#), Introduction). ►

### Contribution to the Sustainable Development Goals

In signing up to the UNGC, the Group shows its full commitment to delivering its part in reaching the Sustainable Development Goals, on which the UNGC is based. Reporting according to GRI provides evidence of the success of the endeavor. Landis+Gyr contributes to all Sustainable Development Goals wherever possible. The SDGs on which Landis+Gyr is able to contribute the most are:



How Landis+Gyr supports affordable and clean energy is explained in the foreword, in [Chapters 2, 4 and 6.1](#).



Read how Landis+Gyr supports decent work in [Chapters 6.5 and 6.6](#). Employee data is listed in [Chapter 7.5](#), and

Landis+Gyr's strategy involving sustainable economic growth is outlined in the company's Annual Report on pages 10–21.



Landis+Gyr supports this Goal by its very company purpose. Read more on this in [Chapter 2](#) and in the Annual Report on pages 10–21.



Landis+Gyr supports this goal directly with its product range. Read more on this in [Chapter 2](#).



How Landis+Gyr supports responsible production and responsible consumption of resources by the company is described in [Chapters 6.1 to 6.3](#). The products of Landis+Gyr support responsible energy consumption, this is described in [Chapter 2](#).



Landis+Gyr measures its Carbon Footprint, the data is listed in [Chapter 7.4](#). Actions to reduce the footprint of the company and its products are described in [Chapter 6.1](#).



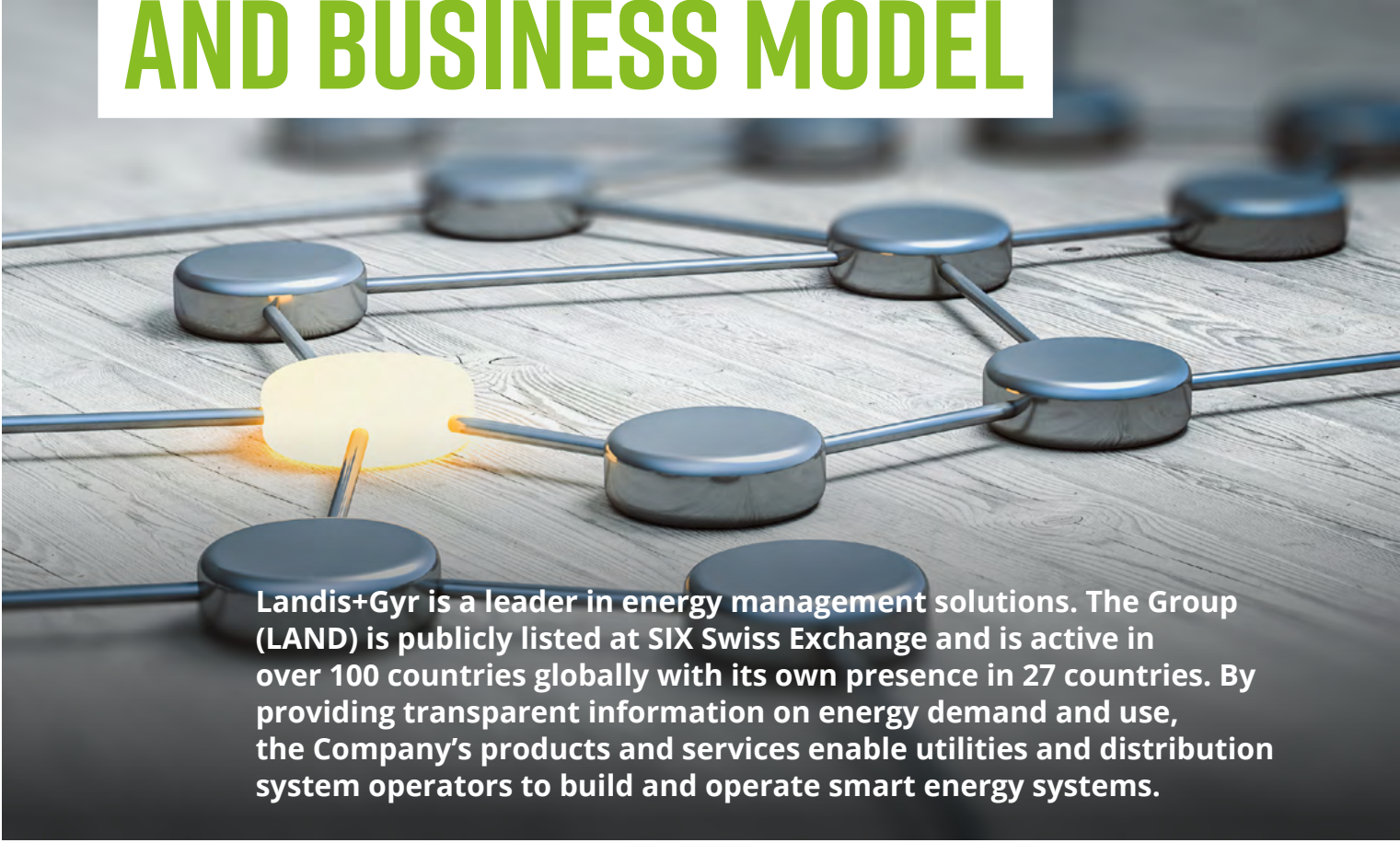
Landis+Gyr supports this goal by enforcing strong ethical guidelines both internally and externally, see more in [Chapter 6.9](#).

Financial data for Landis+Gyr Group AG, as well as the Annual Report for FY 2019 including governance data, can be found at: [www.landisgyr.com/investors/results-center/](http://www.landisgyr.com/investors/results-center/)

Learn and discover more at [www.landisgyr.com](http://www.landisgyr.com)



## 2 STRATEGY AND BUSINESS MODEL



**Landis+Gyr is a leader in energy management solutions. The Group (LAND) is publicly listed at SIX Swiss Exchange and is active in over 100 countries globally with its own presence in 27 countries. By providing transparent information on energy demand and use, the Company's products and services enable utilities and distribution system operators to build and operate smart energy systems.**

Landis+Gyr continues to leverage its position as an industry leader in Advanced Metering Infrastructure providing grid edge intelligence solutions to create an ecosystem of Connected Intelligent Devices. This Internet of Things builds the foundation for value-added process automation and business applications in Smart Grid, Smart Cities and beyond.

This strategy is underpinned by the Group's commitment to operational excellence and cost-competitiveness, driving business efficiency and sustainability throughout its supply chain. In addition, the platform-based modular product development provides the Company with flexibility, by engaging best-in-class partners for design, manufacturing, and supply chain services.

### **Decarbonization, Decentralization and Digitalization**

The transformation of the energy grid continues apace. Decarbonization and the shift to renewable energy resources, the resulting decentralization of energy generation, and the digitalization of grid operations – these three interconnected trends drive the transformation of the energy industry and

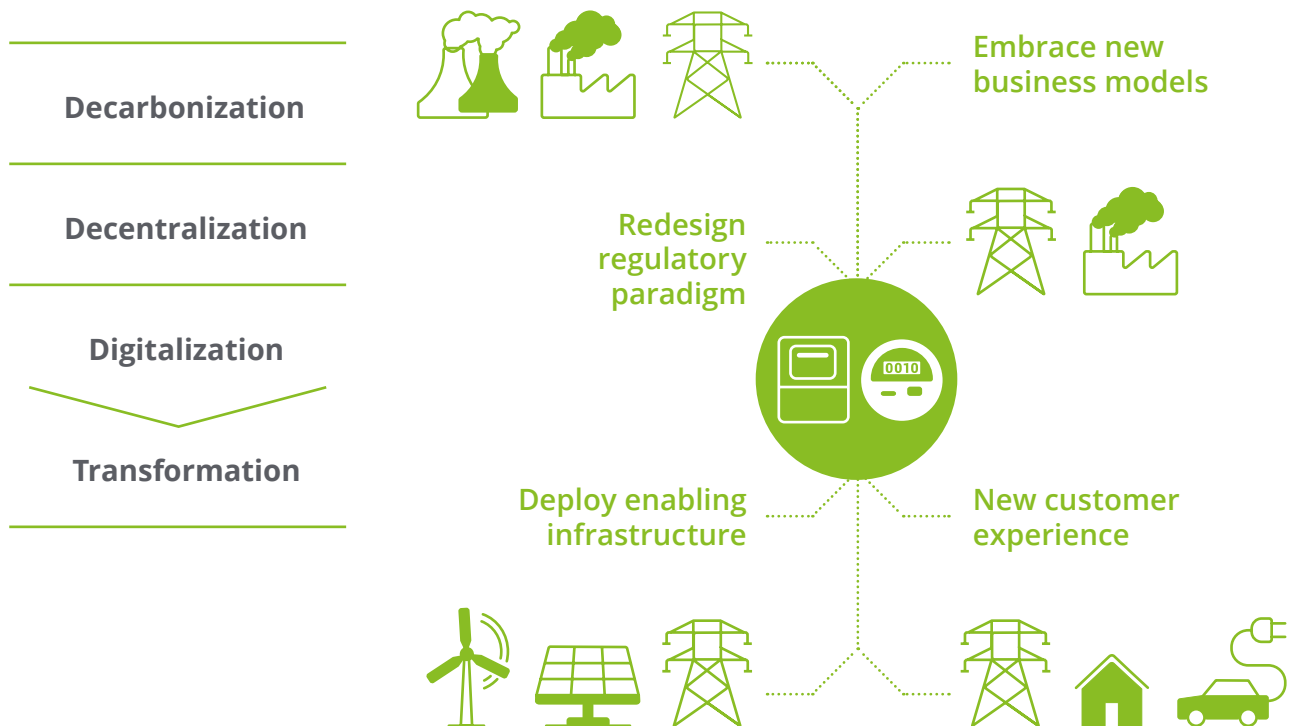
shape the way how energy is produced and used in the future. They are therefore fundamental to Landis+Gyr's business.

Utilities have already started embracing new business models. They adjust to the continually changing regulatory environment and respond to new demand patterns. These are driven by the changing needs and expectations of consumers who become "prosumers", not only consuming but also producing energy. To be successful in this new reality, utilities need a partner who offers flexible, reliable, and secure solutions with a high degree of automation.

As a market leader with a proven track record, Landis+Gyr is in an excellent position to both respond to utilities' evolving needs and to profit from the opportunities that emerge as a result. The strategy remains unchanged; to capitalize on current industry dynamics and to gain further market share, the Group will continue to build on its three growth platforms: Smart Metering, Grid Edge Intelligence and Smart Infrastructure. Sustainability is a highly relevant factor to all three platforms and Landis+Gyr will further increase the tangibility of the topic in the future. ►

### 3D Factors Fueling Energy Grid Transformation

Smart meters, as grid edge sensors, are the foundation of enabling infrastructure for future energy distribution systems



The transformation of the industry derived from the “3D factors” and the growing demands of consumers are the defining elements of the framework of the

CSR strategy of Landis+Gyr. Any adjustments to the corporate strategy are subsequently reflected in the CSR strategy.

## TECHNOLOGY FOR THE GRIDS OF THE FUTURE

**The Group benefits from the geographic diversification of its smart metering business and its capabilities to support customers on each level of their transformational journey. Furthermore, Landis+Gyr continues to develop intelligent system solutions in a network of top-level scientists and universities, testing on the use cases of the future.**

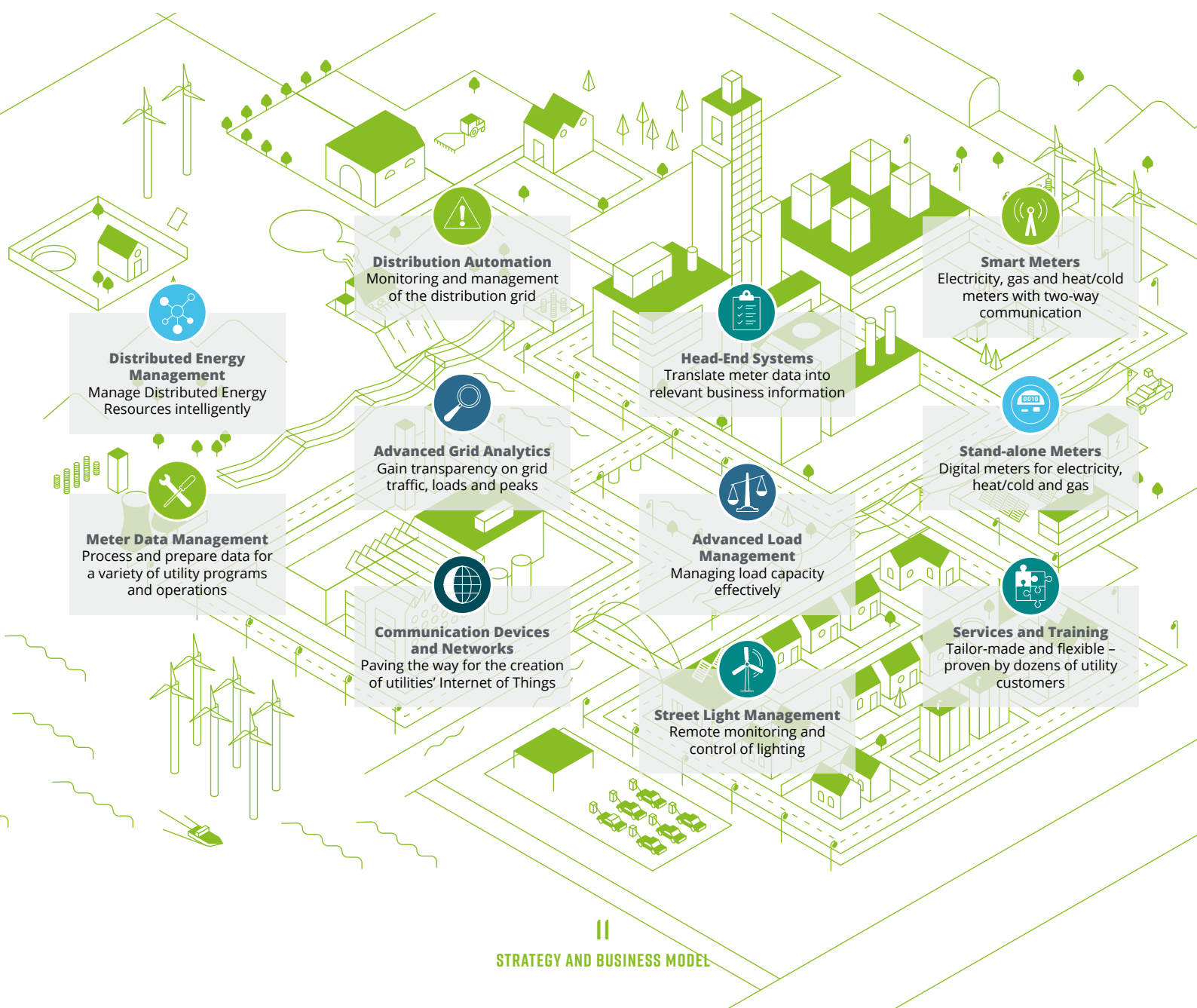
Utilities in countries with emerging smart metering businesses turn to Landis+Gyr thanks to its strong presence across the globe and its credibility as a market leader. Landis+Gyr also plays a leading role in some of the most important national Advanced Metering Infrastructure roll-outs in countries such as France, the United Kingdom and Japan. New opportunities emerge as additional markets begin to undergo a technological advancement process. Smart Meters with enhanced functionality allow for advanced load management, enabling end consum-

ers to better steer and manage their own energy consumption and cost. The Advanced Metering Infrastructure Project business model of Landis+Gyr involves the full range from hardware and software to integration into the existing utility infrastructure and builds the core of Landis+Gyr's offerings. Smart Meters with grid edge intelligence open a wide range of opportunities for analysis and connectivity, with faster response times for fault location and predictive measures for grid-hardening. Most of all, the new infrastructures unlock an immense potential for optimized usage of generation capacity and network infrastructure, but also for energy savings and sustainable energy use by end consumers. This resulted in 8 million tons of direct CO<sub>2</sub> emission reduction through Landis+Gyr's installed Smart Meter base in 2019/20 (7.3 million tons in FY 2018/19). The savings are calculated in a proprietary model developed by Landis+Gyr based on publicly available data.\* ►

The Group continuously leverages its platforms to add further devices, sensors, applications, and services, such as smart street lighting, electric vehicle (EV) charging, smart water metering and other infrastructure opportunities. Today's use case requirements include ever more computing power, distributed intelligence, and flexible communications across the grid – the foundations of Landis+Gyr's Grid Edge Intelligence offering. The Company meets the needs of the market with its Gridstream® Connect solution – a utility-oriented Internet of Things platform and its next-generation grid sensor Revelo, recently launched in the US. Furthermore, Landis+Gyr's comprehensive offering encompasses next-generation metering, edge intelligence card, next-generation network equipment, network and device management software, and an app store and software development kit, to support third-party applications.

Finally, the “services-based business model” includes delivery, deployment, integration, and operation on behalf of the customer. Landis+Gyr offers utilities a broad range of customized services through its Managed Services contracts, such as training, installation and software design support, software licenses, cloud services and Software as a Service.

Over the last reporting period, Landis+Gyr intensified the focus on cutting-edge Research and Development even more, with 75% of Landis+Gyr's more than 150 million USD annual Research and Development expenditure flowing into software development and IT. To ensure sustainable development, R&D core processes are targeted by one of the main CSR roll-outs in FY 2019/20 and early FY 2020/21 (summer 2020), the Green Design Manual. ●





# 3 STAKEHOLDERS

**As a public company, Landis+Gyr is operating in a regulated industry with energy utilities as main customers. As energy distribution networks are a natural monopoly, and stable energy supply is a key element of public infrastructure, regulators closely monitor behavior, pricing, and service of the energy utilities and their partners to also protect consumers' interest.**

Landis+Gyr identifies the list of stakeholders based on the business model, the parties involved in the business and the end consumers. Landis+Gyr's business activities therefore include the following stakeholders:

## Customers

Landis+Gyr actively serves approximately 3,500 energy utilities around the world. They range from public to investor-owned and include multinational players as well as middle-sized and small municipalities. In the area of communication technology, submetering, water, heat/cold and gas metering, Landis+Gyr also serves real estate companies and their service providers.

## Approach

Landis+Gyr seeks and maintains regular exchange with customers through its own sales organization, by attending trade fairs and conferences and via own customer events. Ideas are discussed, concepts presented and jointly developed.

## Regulators

As public bodies, regulators ensure the functioning of the market, which is tied to distribution network monopolies. Furthermore, the regulators protect the interest of end consumers by approving tariffs, business cases and technology investments when they might impact tariffs and customer rights.

## Approach

Since regulators have an arbitrator-like role, the company's contact primarily focuses on better understanding their concerns and goals in order to be able to integrate them into the solution design (via e.g. standardization and industry associations).

## Suppliers

Landis+Gyr deals with a broad number of local and global suppliers. Furthermore, the Company maintains partnerships in the areas of technology, development, and services.

## Approach

Supplier selection is based on a strict catalog of criteria. As part of active discussions during qualification and periodic evaluation Landis+Gyr captures suppliers' interests and concerns regarding sustainability matters.

## Energy Consumers, Consumer Associations and NGOs

As Landis+Gyr's business is pure Business to Business, the Company has no direct interactions with end consumers. Nevertheless, and as Smart Metering can directly impact the way how energy is consumed, consumers, consumer associations and NGOs also belong to the Company's Stakeholders.

## Approach

The company primarily appeals to end-consumers and NGOs through active participation in events and presentations and a transparent information policy that covers the information needs of consumers and their representatives.

## Local Communities

With its presence in 27 countries Landis+Gyr is impacting the local communities it is part of and engaging to create a positive environment for its employees, neighbors, and the communities the Company is a member of.

## Approach

The regular exchange with local authorities and the neighborhood creates a solid relationship and forms a basis for inflow of potential stakeholder interest and concern. Together with an open information policy, that helps to prevent possible problems. In addition, the Company and its employees actively engage in community projects.



### Employees

Landis+Gyr employs 5,700 people worldwide with the sole mission to help society manage energy better.

#### Approach

Employees are proactively informed about topics relevant to the company through monthly information events by the Group CEO and the regional management. Answering employees' questions plays an important role in this. An attractive intranet and various training options secure alignment with business requirements and allow for individual development. In addition, the pulse of the organization is felt in employee surveys. The results are compared with peers. Any deficits are then worked on with specific measures and progress is determined in a follow-up survey.

### Shareholders/Investors

As of March 31, 2020, 11,099 shareholders were entered in the share register with Kirkbi Invest A/S, Denmark, and Rudolf Maag, Switzerland, each holding more than 3% of the outstanding share capital of Landis+Gyr Group AG. The Company maintains a regular and open dialogue with investors, analysts and proxy advisers.

#### Approach

Landis+Gyr maintains a regular exchange with analysts, proxy advisers, institutional investors, and its shareholders. This happens via the Annual General Meeting, through the announcement of its half-year and year-end results, a Capital Markets Day, its own roadshows, and the Company's participation in investor events. Geographically, the focus is on Switzerland, neighboring countries such as Germany and France, Great Britain, and the USA.

The breadth of these stakeholders is manifested in the present CSR strategy, which is based on a comprehensive materiality analysis. The nine topics, material to Landis+Gyr and a sustainable development of the business, resulted from qualitative interviews with customers, regulators, investors, NGOs, and members of the Company's middle and executive management. Also, Directors had been involved in

securing a close link to the Company's business strategy, which falls – according to Swiss law – under the responsibility of the Board of Directors. These interviews laid a solid foundation for the Company's comprehensive CSR program. More information can be found at [www.landisgyr.com/investors](http://www.landisgyr.com/investors) and in the Company's Annual Report. ●

# 4 CSR STRATEGY AND PROGRESS



## LANDIS+GYR – A RESPONSIBLE GLOBAL CORPORATE CITIZEN

**Landis+Gyr's engagement for the safety of its employees and customers, the protection of the environment and the sustainable use of resources has been at the core of the Company since its foundation in 1896. In 2018/19, the Company implemented a three-year cycle for the stepwise development of its sustainability strategy based on a comprehensive materiality analysis according to GRI guidelines.**

For the strategic CSR development, Landis+Gyr has identified nine areas material for the Company and external stakeholders. For these areas, identified in a comprehensive materiality analysis, over 70 single projects were kicked off in 2019. The present report is the first of the ongoing cycle and covers the reporting period from 1.4.2019 to 31.3.2020 (FY 2019/20). Many of the initiatives started in the first year of the cycle are currently in the implementation phase. Some initiatives are planned for implementation in the next 2 years. In FY 2021/22, a new materiality analysis will then set the tone for the new cycle starting in FY 2022/23.

### **Enabling a more sustainable use of resources**

According to the GRI, the total amount of natural resources extracted has tripled in the last 40 years. Currently renewable resources are consumed 1.7 times faster than our planet's ecosystem can regen-

erate. Landis+Gyr produces and operates solutions that reduce and mitigate the overspend of energy sources. Measuring and saving of CO<sub>2</sub> emissions and energy efficiency has therefore been at the beginning of the Company's sustainability approach.

On the other hand, social, societal, ethical and governance standards have been implemented into Landis+Gyr's policies for decades as well. The first full materiality analysis and the start of combining the three elements of economic, social or stakeholder and governance and thus ESG into one comprehensive set of sustainability standards in 2018/19 therefore marked not the start, but rather the entering into a mature age of Landis+Gyr as a Global Responsible Corporate Citizen. The adoption of the GRI guidelines provides a guide on structuring the information for better comparability and helps Landis+Gyr to set their CSR efforts in a global context. ►



## SUSTAINABILITY AT LANDIS+GYR

**The United Nations Brundtland Commission defined Sustainability as a development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Landis+Gyr's company purpose, to "manage energy better" defines the Company's core action range regarding the needs of the present within the ecological factor of sustainability.**

During the reporting period, the Group has made further progress in reducing its own energy use. CO<sub>2</sub> emissions dropped by 9%. Planned reductions of waste, wastewater, and chemicals as well as recycling projects are all well underway. The last two months of the reporting period, February and March 2020, were impacted by the COVID-19 pandemic, first in China and then globally. The pandemic explains the reduced emissions to a certain extent, but Landis+Gyr saw significant reductions already before February. Most importantly, the Group reduced 8 million tons of direct CO<sub>2</sub> emission in 2019/20 through its products and intelligent software solutions implemented at utilities worldwide. As more areas will shift to renewable energy sources, the potential for direct savings by the modernization of grids will decrease. Landis+Gyr is pushing sustainability-oriented processes further into Research and Development as well as into the supply chains and partnerships in order to tap new potential for energy savings. But not only ecological aspects are being considered in the Company's CSR strategy. Of high relevance in the materiality analysis are Data Security and Privacy as well as Business Integrity and Employee Motivation – at the same levels as Energy Efficiency and Climate Protection. The progress on the over 70 projects in the nine material areas is being monitored quarterly and reported in this report to the public once a year. Read more about the materiality assessment and each topic in the following chapters.

- **Of high relevance in the materiality analysis are Data Security and Privacy as well as Business Integrity and Employee Motivation – at the same levels as Energy Efficiency and Climate Protection.**



With this report and by focusing on the material topics Landis+Gyr provides an accurate picture of the benefits and risks the Company's activities can generate to its stakeholders. The report reflects the ambitions and activities Landis+Gyr is undertaking based on the Company's materiality analysis. Landis+Gyr started to measure its carbon footprint in 2007 following the Greenhouse Gas Protocol (GHG). Over the years, reporting has been extended to also cover also other CSR topics and to complement financial reporting as required as a public company listed at SIX Swiss Exchange. The first Environmental Report was published in 2011 and the first Sustainability Report in 2017. ►

### CSR Goals Integrated in Code of Conduct and in Short-Term Incentive System

In its new Code of Business Ethics and Conduct, Landis+Gyr states that as a public company it is embracing the opportunity to further expand the scope of its own sustainability management efforts. All relevant environmental, social, governance and economic impacts of the Company's activities are taken into consideration. Landis+Gyr's Corporate Social Responsibility (CSR) initiative aims to help the Company and its customers meet the needs of today's communities without compromising those of future generations. Also, it allows the Company to create value by mitigating operational risks related to environmental impact, including climate change, by responding to regulatory opportunities and constraints and managing its corporate reputation.

Another milestone is reached by the reorientation of the short-term incentive system that covers more than two thirds of the workforce. Announced in July 2020 and with immediate activation, the three financial goals Sales, EBITDA, and Cash Flow are supplemented by three environmental goals, weighed by

10% of the total assessment. The first new KPI focuses on the reduction of the landfill ratio of the total waste. The second is the further reduction of the CO<sub>2</sub> emissions in relation to sales. The third KPI guides the organization towards a more sustainable portfolio and the benefits resulting from it.

### The Steering Committee as Central CSR Organ

In its last Sustainability Report, Landis+Gyr announced the establishment of a newly founded cross-functional and cross-regional Sustainability Committee. The Committee took up its work with a ground-laying materiality analysis and subsequently with the set-up of Landis+Gyr's global CSR program. The Committee has established its workflows and rolled out and monitored several projects. For all topics, the Committee agreed on ambitions and a corresponding implementation roadmap. The implementation is monitored quarterly and reported in the annual CSR report. The Committee consists of Senior Executives and is chaired by Hans Sonder in his role as the Company's CSR Officer. He also liaises with the Company's Executive Management and the Board of Directors. ●





# 5 MATERIALITY ANALYSIS



**As a publicly listed company, the stakeholder engagement is partly regulated and met within the ordinary course of business and shareholder dialog. Furthermore, Landis+Gyr regularly meets with customers, industry associations, regulators and the financial community. In addition to that, the Sustainability Committee entered into a dialog with dedicated stakeholders specifically for the materiality analysis.**

The key questions for the assessments of the stakeholder Groups were:

- What are the opportunities and risks for Landis+Gyr regarding to sustainability? How can the Company best embrace the rising interest in ESG topics by its stakeholders?
- How can Landis+Gyr render its business model more robust for future ESG challenges, capitalize on opportunities and become more sustainable?

The answers to these questions emphasized Landis+Gyr's position as a key player in building sustainable energy infrastructure:

- Landis+Gyr is well positioned to truly manage energy better in a global sense of the word and contribute to the the United Nation's Sustainable Development Goals. Hence this should be the focus for Landis+Gyr's sustainability plan.
- Landis+Gyr is increasingly becoming part of the Internet of Things where data security is a major concern. The Group should leverage its high standards and best-in-class knowledge in data security in order to contribute to safe energy networks of the future.
- Several stakeholders expressed that the Group should inform openly on sustainability targets and initiatives as well as the results achieved.
- Landis+Gyr should enhance the relation to suppliers, making sure they are in line with Landis+Gyr's values and sourcing strategy. The Supplier Code of Conduct should be public.
- Landis+Gyr could make its community engagement more visible and link it to strategy and sourcing initiatives. ►

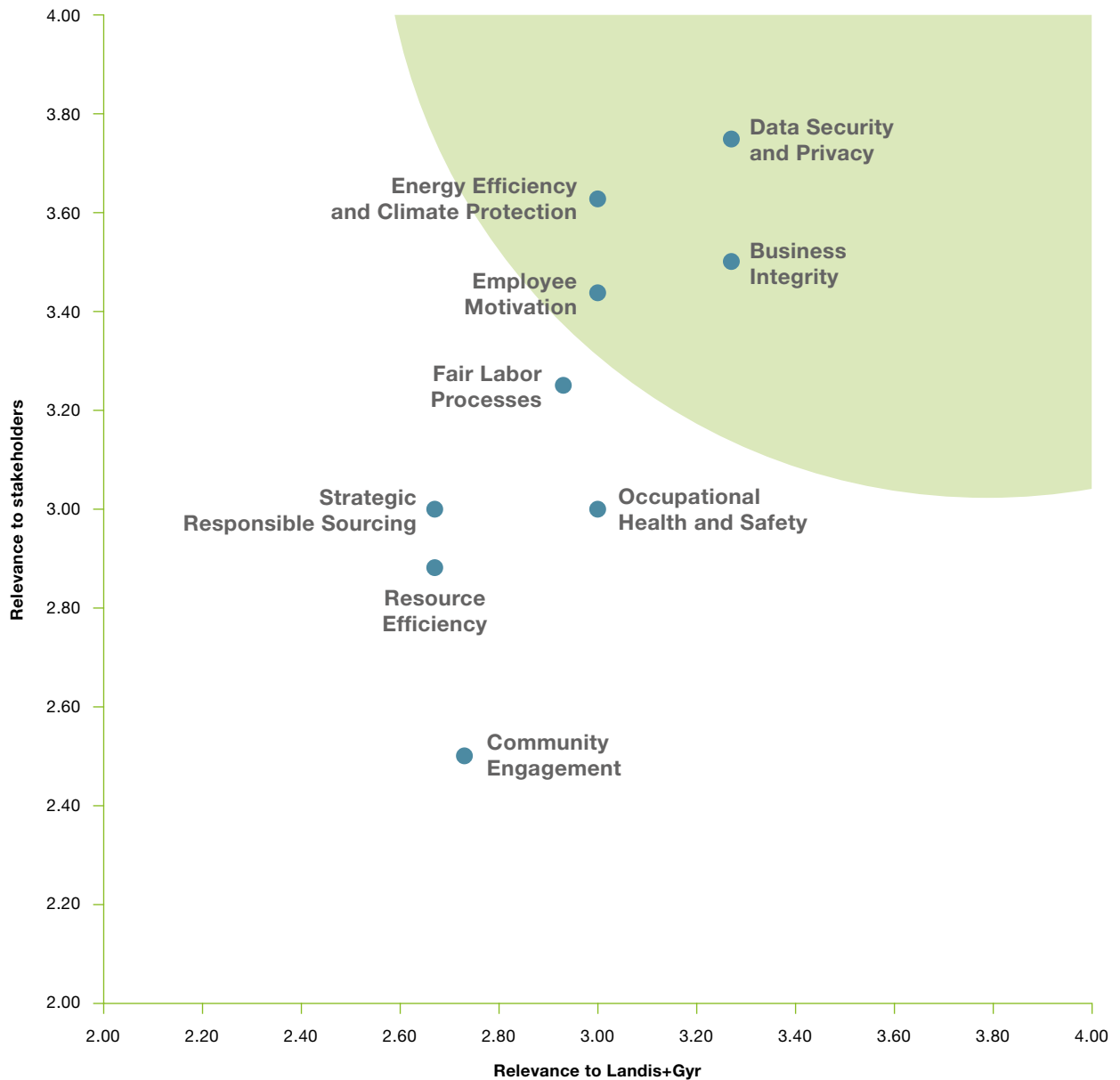


|        |  | Stakeholders |            |           |   |                   |           |                          |
|--------|--|--------------|------------|-----------|---|-------------------|-----------|--------------------------|
|        |  | Customers    | Regulators | Suppliers | Energy consumers /<br>Associations / NGOs | Local Communities | Employees | Shareholders / Investors |
| Issues | Energy Efficiency & Climate Protection | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |
|        | Resource Efficiency                    | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |
|        | Strategic Responsible Sourcing         | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |
|        | Employee Motivation                    | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |
|        | Occupational Health and Safety         | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |
|        | Fair Labor Practices                   | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |
|        | Community Engagement                   | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |
|        | Data Security and Privacy              | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |
|        | Business Integrity                     | ●            | ●          | ●         | ●   | ●                 | ●         | ●                        |

The weighting of the material topics by stakeholders forms the basis for the stakeholder side of the materiality matrix: the darker the dot, the higher the relevance for the corresponding stakeholders.

Based on the results of this consultation process, and on internal studies by the Sustainability Committee, the Group then identified relevant economic, social, environmental, and governance issues in a series of qualitative interviews with representatives of above listed stakeholders. The analysis was conducted following a holistic approach and not omitting any relevant topics. Landis+Gyr applied the GRI Reporting Principles for the Materiality Analysis in 2018/19 and this report for the year 2019/20. Topics were ranked by relevance or impact to stakeholders and to Landis+Gyr in the Materiality Matrix. ►





Nine topics were identified as being most relevant for Landis+Gyr, the Company's business and its relations to stakeholders. The topics were ranked by level of stakeholder concern and potential impact on the Company. This process was carried out in 2018-19 for the current CSR cycle. 71 actions were defined and are being implemented along a central global roadmap. This report shows the actions taken, the goals reached and an outlook to the upcoming years in the cycle in which the Group strives to finalize and implement all the 71 actions.

Topics that have been defined as material and of the highest strategic importance are: Energy Efficiency and Climate Protection, Data Security and Privacy, Employee Motivation, Business Integrity. Further material topics with a defined action plan are: Community Engagement, Fair Labor Practices, Occupational Health & Safety, Resource Efficiency, Strategic Responsible Sourcing. ●

## 6 FUNDAMENTALS AND MATERIAL TOPICS

**The binding compass for everything that is done at Landis+Gyr is the new Code of Business Ethics and Conduct – whether it is by the Board, the management, or employees producing, installing or selling Landis+Gyr products. The Code has been revised and updated as part of the material topic Business Integrity. It defines a modern CSR approach to all material topics.**



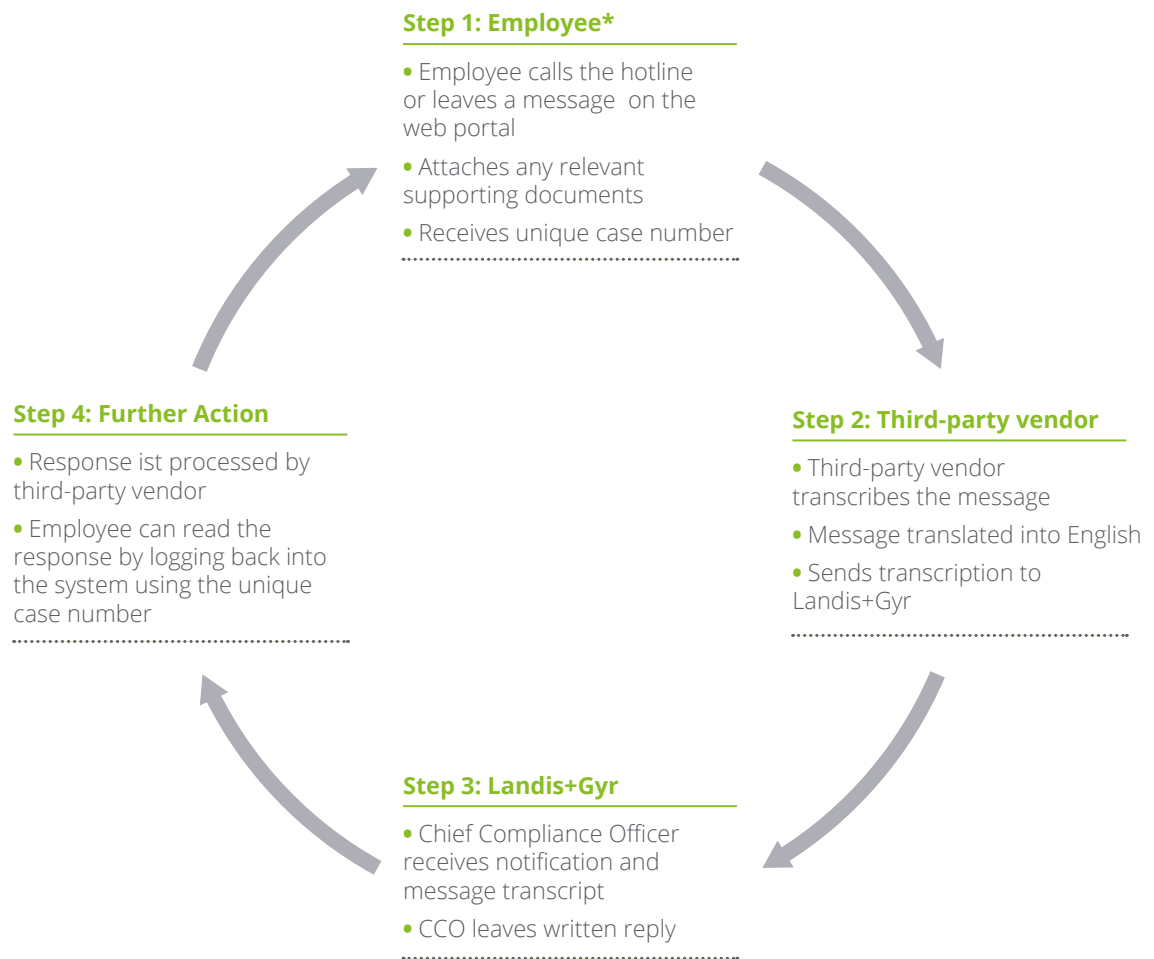
Landis+Gyr's ethics were already defined in the previous version of the Code of Business Ethics and Conduct. However, the Code didn't include all aspects of responsibilities of the Group to its stakeholders. As part of this CSR cycle engagement, and in accordance with Landis+Gyr's internal policy review process, the Code has been updated to include the requirements of UNGC, as well as being significantly extended in the area of responsibility of the Company towards its employees as well as towards the environment. The Landis+Gyr Code of Business Ethics and Conduct has always been material to the Company's CSR initiatives. However, during the CSR updates in the year 2019, it became clear the Code should be updated to explicitly mention all its aspects.

The updated [Code](#), which is publicly available, was published on July 23, 2020, following approval from the Board of Directors on that same day. Signed by the Chairman of the Board and by the CEO, the Code of Business Ethics and Conduct states the central principles, key policies, and procedures governing the behavior of Landis+Gyr and its employees, and

its essence is regularly promoted by world-wide training initiatives and supported by a variety of promotion materials. The roll-out of the updated Code of Business Ethics and Conduct to the white-collar population was accompanied by multiple communications to employees regarding the changes therein, including a video summarizing the new rights and responsibilities stemming from the updated Code. Blue-collar employees are periodically trained on the Code of Business Ethics and Conduct in direct sessions at the local level. Every employee is required to sign the Code, thereby acknowledging having received, read, and understood it. It is the responsibility of the Global Chief Compliance Officer (CCO) to further develop the Code and enforce its implementation to all areas of activities at Landis+Gyr.

The Code of Business Ethics and Conduct covers all relevant aspects of Landis+Gyr's business operations from compliance with laws and regulations, conflicts of interest, and anti-competition to Landis+Gyr's responsibility to the natural environment and to its employees, such as non-discrimination and safety in the workplace. ►





### Speak Up System

At Landis+Gyr, ethics and compliance are everyone's responsibility. Thus, Landis+Gyr strongly encourages every employee who knows of or suspects a violation of applicable laws, regulations, the Code or the Company's related policies, including those relating to accounting, internal controls and auditing matters, to report that information immediately to their supervisor, their Compliance Officer, the Chief Compliance Officer or by using the Speak Up system. This Speak Up system is the anonymous grievance system that all employees can use to inform Landis+Gyr of suspected or known violations of its internal policies and procedures, including its CSR Directive and initiatives, as well as of applicable laws.

This 24-hour Speak Up system is operated by an independent provider. Employees can use the Speak Up system to report concerns they may not other-

wise want to report directly to their supervisor, Regional Compliance Officer, or Chief Compliance Officer. The Speak Up system ensures the anonymity of the reporting person if the person so wishes. Employees or third parties can report a concern either by phone or via a secure website. All local phone numbers and websites are listed in the Appendix to the Code of Business Ethics and Conduct. Every person who raises a concern can expect to receive a response within a week.

Reported violations are promptly investigated and treated confidentially to the extent reasonably possible. The Company does not tolerate any kind of retaliatory actions against any employee who, in good faith, reports suspected wrongdoing, or complaints about violations of the Code or other internal policies. ●

# 6.1 ENERGY EFFICIENCY AND CLIMATE PROTECTION

## MANAGEMENT APPROACH

**Landis+Gyr recognizes that sustainably accessible natural resources are finite and being depleted at a non-sustainable rate. The Company, its stakeholders, its value chain as well as the product and services provided are affected by climate change and depend on a more sustainable use of energy for the future. Therefore Landis+Gyr chose a holistic management approach covering both the impact of the Company's operations and of its products and services in use. Consequently, Landis+Gyr is fully committed to reducing its own carbon footprint and that of its products and services. In addition, it strives to contribute with its products and services to the reduction of the carbon footprint of others.**

For Landis+Gyr, climate change offers risks as well as opportunities. While increasing regulations of emissions pose a potential risk, the emergence of new technologies holds opportunities for Landis+Gyr to provide increasingly smart and energy-efficient products and solutions. Smart Meters enable meaningful energy efficiency gains and the integration of renewable resources into the supply network, which, in turn, makes it possible for utilities and end consumers to reduce their CO<sub>2</sub> emissions substantially. The Group helps to mitigate climate change on a global scale by developing state-of-the-art technologies and solutions. The topic includes all of Landis+Gyr's activities and its products.

Using conservative cost benefit estimates from the jurisdictions with deployments, Landis+Gyr estimates enabling 8 million tons of direct CO<sub>2</sub> emission reduction in the past business year through the installed smart meter base. Savings will decrease proportionally to the installed base, as electricity production becomes cleaner every year.

Landis+Gyr is also committed to reducing the energy consumption of non-renewable sources, the greenhouse gas emissions, waste, the use of water and hazardous chemical substances of its own oper-

ation. To understand, measure and manage energy consumption and CO<sub>2</sub> emissions in order to continuously reduce the Company's negative environmental impact, the Group uses GHG protocols at the core of its product and solutions. Emissions along the entire product life cycle are monitored and reduced by a continuous process based on the quarterly Group wide data collection by the environmental office. The basic data of the selected KPIs is reviewed by an external party. Landis+Gyr has measured its Carbon Footprint since 2007, with a full assessment of Scope 1 (direct emissions from owned or controlled sources) and Scope 2 (indirect emissions from the generation of purchased energy). Scope 3 metrics (indirect emissions (not included in scope 2) that occur in the value chain of the reporting Company, including both upstream and downstream emissions) are limited to business travel. The processes are led by the head of Group CSR and Business Transformation reporting directly to the CEO.

The Group's supply chain has increasingly gained in importance over the past years. That goes hand in hand with the fact that certain processes have been outsourced. However, Landis+Gyr requests its suppliers to sign and follow the Group's [Supplier Code of Conduct](#), which includes the Green Procurement Requirements. ►

**Goals reached in 2019/20**

- CO<sub>2</sub> impact of our products (smart meters) calculated and communicated
- Sustainability KPIs defined and implemented\*
- New targets set for energy consumption savings; first actions identified
- Efforts to purchase “green” energy: The number of sites purchasing green energy is constantly increasing
- Reynosa, Corinth and Nuremberg completed self-declaration checklist (Basis ISO50001)  
Targets for energy consumption savings set, first actions identified and addressed\*
- Improved communication within the organization
- Updated part of existing sets of guidelines and policies\*

**Roadmap cycle ending in FY 2021/22**

- Establish a Sustainability KPI as important element of Landis+Gyr’s Short-Term Incentive plan
- Promote switch to renewable energy at key sites
- Develop new design features for an “even fairer” meter
- Energy reduction activities derived from the energy audits
- Further enhance and update the full guideline park

- **The impacts occur internally and externally and Landis+Gyr is involved directly and indirectly.**

## THE IMPACT OF DEVELOPMENT PROCESSES ON SUSTAINABILITY

**The Fair Meter project was started in 2013 as an initiative of Dutch network companies Aliander and Stedin in collaboration with meter suppliers. Landis+Gyr is a continuous member of the project. By implementing the Green Design Manual, Landis+Gyr’s whole Development process will receive another push to develop its products according to sustainability and fair standards. Joe Andrews, Product Manager for Residential Products and Raimond Bauknecht, head of the Global Practice Team talk about the impact of development processes on sustainability in this interview conducted by the CSR team.**

*Joe Andrews, you have been in close contact with our Dutch customers since they launched the Fair Meter Concept. This concept integrates many ideas of sustainable, eco-friendly and resource-efficient product designs. What are the most important elements of the Fair Meter concept?*

**Joe Andrews:** In my opinion it would be the holistic or “joined-up” nature of the initiative. It was both comprehensive and smart. Our customers in the Netherlands really put a lot of effort into defining a comprehensive structure to measure sustainability and corporate social responsibility in the topics of Circularity, Fairness, and Transparency and Footprint. The topics were applied in a measurable way

both to product characteristics and organizational behaviors and they worked hard not just to measure what may be the status quo but also how to measure and manage the ambition to improve. They called this the fair meter performance ladder deliberately – it was a ladder to climb higher in ambition and in reality. The measurable nature of the ladder really helped us to identify where we were in our performance - very good by the way - and rewarded us to be even more ambitious in specific areas and one of these areas was circularity and resource efficiency in a new product development for the E360. ►



*Is this a trend that energy utilities start focusing also on eco-friendly and resource-efficient products and do you see other markets and customers following a similar path?*

**Joe Andrews:** Yes, this is definitely a trend. It is a fact of life that we are becoming increasingly aware as a society that our irresponsible consumption of material resources is simply not sustainable. Our customer are stakeholders in that society and in addition our customers are in the very special position of rolling out product and technology that can achieve a public good. It is very important to them that in realizing this public good for energy efficient they do not do harm by working with organizations that do not have good CSR credentials or by buying and using products that do harm by consuming precious resources or otherwise being wasteful of virgin materials and not having scope for those materials to be recovered and sent on to a second life when the meter has finished its normal lifecycle. Not only is this a trend in the general sense but we have seen the pioneering work by our Dutch customers directly reused by other customers in their procurement frameworks.

### ► “It is critical we show leadership.”

– Joe Andrews, Product Manager for Residential Products

*How important is it for Landis+Gyr to demonstrate a leadership role also in this area?*

**Joe Andrews:** It is critical we show leadership. Showing leadership in doing the right thing in this context can only be good for our brand in the wider sense. It is also a way for us to distinguish ourselves from our competition within our industry and be seen to be leading in our industry is an important competitive advantage – measurable and rewarded by our customers. Finally, it is the right thing to do for our employees – we collectively are responsible for millions of units of production and material consumption – whatever we do to reduce our material footprint and improve our environmental behaviors and live up to our social responsibility is good for our collective sense of being part of the solution rather than contributing to the problem.

### ► “One key area – and mainly under our own control – is exploiting the potential of product design.”

– Raimond Bauknecht, Head of the Global Practice Team

*With the Green Design Manual Landis+Gyr has defined a “green way” forward also regarding device design. Raimond Bauknecht, you were in the driving seat in this project. What are the primary goals of this undertaking?*

**Raimond Bauknecht:** As part of our overall CSR strategy we are executing life cycle assessments, both at product and at system level, to evaluate and improve the environmental footprint of our portfolio. One key area – and mainly under our own control – is exploiting the potential of product design. Creating ‘greener’ products by identifying related design principles and deriving specific measures for implementation is what our Green Design Manual aims to address. This is the foundation for practical design requirements in harmonized R&D procedures which are applicable globally to all products to maximize the impact on our Company environmental performance. ►

*What does that mean for the Landis+Gyr development teams?*

**Raimond Bauknecht:** The Green Design Manual provides specific requirements as well as guidance and help for practical implementation to development teams for five areas that are key in device design:

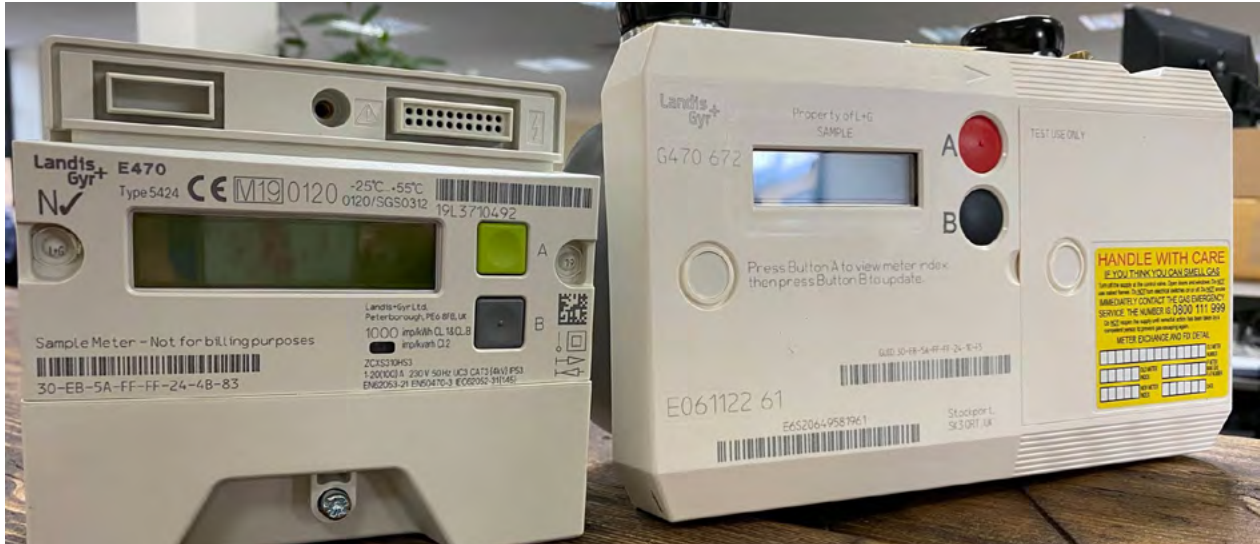
1. Use more Sustainable Materials
2. Reduce Material Usage
3. Use less Hazardous Materials
4. Facilitate Disassembly of Final Product
5. Manage Self-Consumption

Implementation is ensured by including the Green Design Manual as a checklist item in design review guidelines for Electrical Hardware, Mechanical Engineering and Component Management. The GDM is a “living document” that is frequently updated. It includes Annexes with best-practice examples for know-how sharing. Additional areas are likely to be added based on experience in the utilization of this manual.

*What benefits can customers expect when investing in green designed products from Landis+Gyr?*

**Raimond Bauknecht:** By implementing the Green Design Manual, customers can expect that Landis+Gyr products exceed requirements for sustainability and environmental compliance defined and mandated by regulators and internal policies. This will result in improved LCA figures including lower carbon footprint over lifetime, easier recyclability and disposal at end-of-life. Moreover, it will also give them cost benefits due to reduced material usage, less recycling cost and minimized waste. Reduced self-consumption – possibly at the expense of a slightly higher initial product cost – will finally result in lower total cost of ownership (TCO) over the product lifetime. We have investigated the implications of all these measures thoroughly. The governance applied around these will guarantee that customers will see absolutely no compromise on product quality and lifetime. ●

## SMART METER ROLL-OUT IN THE UK WITH A SPECIAL APPLICATION FOR ELECTRIC VEHICLES



**Landis+Gyr first started installing the ‘next generation’ of UK smart meters in November 2017. Since then it has become a leader in the UK marketplace, continuing to build the grid of the future and collaborating on innovation projects with the local government.**

Up to now Landis+Gyr has delivered or contracted 21 million meters to be delivered to various energy utilities in the UK. The SMETS2 (smart metering equipment technical specifications 2) roll-out in the UK is Government mandated with a total of 53 million smart electricity and gas meters to be deployed before 2024 as part of the country's plans to upgrade its energy infrastructure.

In 2020, Landis+Gyr has continued its role as a leader of the SMETS2 roll-out in the UK despite the unprecedented challenging environment that the COVID-19 pandemic has brought. Taking extra safety precautions and aligned with the Government and partners, the Company is working hard to maintain momentum on the roll-out in a challenging COVID-19 environment. As the UK begins to navigate a post COVID-19 setting with Government commitments to a ‘green recovery’ and increased domestic electricity consumption, the importance and urgency of making the SMETS2 roll-out a success has never been clearer.

### **Pilot Phase for EV Smart Metering at Public Charging Stations**

Landis+Gyr was furthermore selected by the UK Department for Business, Energy & Industrial Strategy BEIS to participate in a Government's trial program for electric vehicles. The ‘Beyond Off Street Smart Meter Electric Vehicle Charging Program’ is intended to demonstrate how the smart metering system can be used to set charging times and rates wherever electric vehicles are parked. The objective is to develop an innovative use of the smart metering system to perform electric vehicles smart charging in public settings, including on-street residential and shared parking. The program will help to determine long-term policy for electric vehicles smart charging in the UK. It requires an interoperable and cyber secure system to ensure consumer protection including data privacy and grid protection. By acting as an interface between the consumer and the grid, the smart meter system can provide this protection. In a first phase until 2021, Landis+Gyr is participating in the design, development, and tests for one of the two parts of the program, called SmartSTEPs. In a second phase, the system will be deployed. In the project, Landis+Gyr will develop and test an Electric Vehicle charge point device incorporating SMETS2 smart meter technology as an example how smart product design can support both, energy efficiency and climate protection. ●



## 6.2 RESOURCE EFFICIENCY

### MANAGEMENT APPROACH

**Landis+Gyr is committed to contributing to the circular economy where value once created from raw materials and resources is preserved at the highest level possible. The Company, its stakeholders, its value chain as well as the products and services provided are relevant to resource efficiency.**

This includes design and processes that consider the full lifecycle including recycling. An integrative part is the avoidance of harmful materials, a responsible use of water and strict waste management. Landis+Gyr implements vigorous measures to promote the effective and practical use of resources, in terms of both products and service offerings. They also include internal business processes, encompassing design, manufacturing, logistics, sale, and disposal. A particular focus is placed on the efficient utilization of resources and control of chemical substances.

The business areas of Product Management, Research & Development, Supply Chain Management and Quality Management work closely together to align the development, manufacturing, recycling and disposal of products with their positive impact when

implemented. Part of the initiative to reduce the environmental footprint of products is based on the Green Design Manual (see [Chapter 6.1](#)), which specifies key design principles and related requirements and provides practical implementation guidance and best-practice sharing to development teams.

Landis+Gyr products have a positive impact on the environment. It is therefore key that their design and manufacturing processes are as sustainable as possible. With the initiative to assess the product lifecycles and circular economy, Landis+Gyr increases the use of recycled materials, reduces material consumption per benefit generated and enhances their recyclability. Using more sustainable and less hazardous materials is another aspect of resource efficiency. The initiative is being rolled out to all product groups, with large-volume products being targeted first. ●

#### Goals reached in 2019/20

- Released and implemented global “Green Design Manual”\*
- A system to track all global projects regarding Restriction of the use of certain Hazardous Substances (RoHS) and Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) compliance implemented
- Company-wide assessment on inclusion of recycled materials in production completed\*
- Global usage for top five metal/plastic materials incl. recycled content assessed, development of a tracking system in progress\*
- Data provided for overall renewable and non-renewable and materials usage

#### Roadmap cycle ending in FY 2021/22

- Develop KPI focused on reduction of the environmental impact of the portfolio
- Execute product Life Cycle Assessments (LCA) incl. KPIs focused on reduction of the environmental impact of our portfolio
- Set up targets for year-on-year reduction of non-RoHS/REACH compliant components from 2021 onwards
- Track conflict minerals for all projects to set goals for 2022 onwards
- Set targets for electricity meter self-consumption and use it actively as a TCO optimization proposal towards customers
- Set year-on-year reduction goals for average materials usage for 2021 onwards
- Implement measures to track and improve recycling rates for heat and gas meters

► **The impacts occur internally and externally and Landis+Gyr is involved directly and indirectly.**

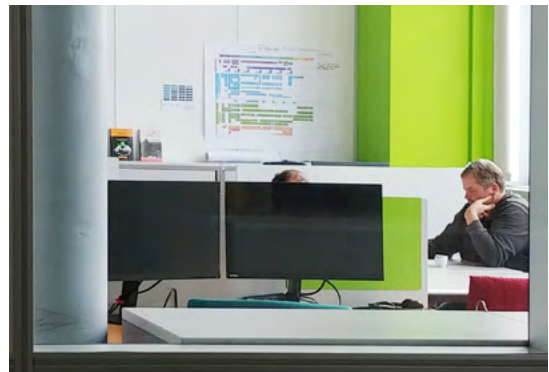
## 6.3 STRATEGIC RESPONSIBLE SOURCING

### MANAGEMENT APPROACH

**Environmental sustainability management involves tackling various operational issues. Landis+Gyr has a responsibility to identify, assess, and address the environmental impacts of its products throughout their lifecycles at every phase, from product manufacturing and usage through to recycling of end-of-life products. An updated green procurement policy helps Landis+Gyr to improve in this area.**

The topics of strategic responsible sourcing has an impact on the whole lifecycle, and its boundaries include not only development and production but also the lifecycle of the products and the supply chain.

Supply chain at Landis+Gyr includes manufacturing sites, procurement, logistic and quality functions. Landis+Gyr operates 10 major manufacturing sites across the globe and has outsourcing partnerships with strategic suppliers in Eastern Europe and South-east Asia. The four key pillars of Landis+Gyr's supply chain are (i) the mechanical parts, (ii) Printed Circuit Board Assemblies with all electronics, (iii) assembly of the meter, and (iv) final integration with calibration, customization, sealing and packaging. It is important to highlight that Landis+Gyr produces high-precision measuring devices under mass production conditions and it has a modular and flexible supply chain which enables outsourcing at any stage of the production flow. For software and service products, Landis+Gyr relies mainly on internal resources (research & develop team) to deliver the best solutions to our customers.



Green procurement involves purchasing products, parts, components, and materials with minimal environmental impact from suppliers that vigorously promote environmental protection. To that end, the cooperation of suppliers throughout the entire supply chain is essential to ensure that business operates in a way that reduces the environmental impact and risks.

It is crucial to Landis+Gyr's CSR policy to ensure suppliers' compliance with the Company's quality, environmental, health and safety policies and the Landis+Gyr Supplier Code of Conduct. The Landis+Gyr's procurement strategy includes the expansion of relationships with suppliers in terms of sustainability targets and values. ►

Landis+Gyr's impact on the supply chain is indirect. It can be measured via the commitment of suppliers to the Landis+Gyr's responsible sourcing requirements. The focus of implementation lies on the most important partners in the value chain being responsible for a combined purchase value of 85%. Special attention is given to suppliers in critical environments and potentially dealing with critical topics (risk-based approach) such as conflict minerals.

The Group prefers suppliers that act according to the Group's environmental principles, including quality, occupational health and safety and environmental policies.

In order to fulfill these requirements, Landis+Gyr has developed a stringent qualification process. It includes declarations of compliance, self- and third-party assessments as well as auditing<sup>1</sup>. All current major suppliers of Landis+Gyr are in the process of signing the Landis+Gyr Code of Conduct for Suppliers, which was last updated on July 23, 2020. Landis+Gyr is furthermore minimizing the use of environmentally harmful materials (e.g. REACH, RoHS, Conflict Minerals), and the release of emissions.

The responsible party for implementation is the Global procurement and supply chain team reporting to the Executive Vice President Supply Chain Management & Operations. The management approach is evaluated with regular yearly supplier audits. The relevant policies are the Landis+Gyr Code of Business Ethics and Conduct, the Supplier Code of Conduct, as well as the Environment, Health and Safety Policy and the Green Procurement Policy.



#### Goals reached in 2019/20

- Issued revised Supplier Code of Conduct addressing green procurement, conflict minerals as well as human rights requirements\*
- Supplier certificates asking suppliers to confirm compliance with environmental laws and to submit a conflict minerals template installed in all regions\*
- Roll-out of [Green Procurement Policy](#) has started\*

#### Roadmap cycle ending in FY 2021/22

- Get commitment of top 100 suppliers (85% of global spend) to revised Supplier Code of Conduct
- Evaluate future suppliers based also on their ESG policies
- Implement green product designs and establish a green design statement for newly designed products

### ► The impacts occur externally and Landis+Gyr is involved directly and indirectly.

As mentioned above, Landis+Gyr has recently updated its Supplier Code of Conduct and added a Green Procurement Requirements annex thereto. Suppliers are requested to confirm having been made aware of this Code and Annex and of being in compliance with its terms. The suppliers are requested to confirm their adherence with their signature. ●

<sup>1</sup> Supplier Audits are now based on CSR-ISMS in addition to VDA 6.3 to cover the RBA Code of Conduct and the aligned Landis+Gyr Code of Conduct evidence as well as to address specific ISO 27001 Annex A requirements.



## GREEN PROCUREMENT REQUIREMENTS AND SUPPLIER CODE OF CONDUCT

**To promote green procurement, Landis+Gyr requests suppliers and business partners to engage in the promotion of environmental protection, and the supply of products, parts and components and materials with minimal environmental impact. The Group requests suppliers to confirm its requests by subscribing to the Green Procurement Requirements and Supplier Code of Conduct and by cooperating for joint improvements.**

### Conflict Materials

Landis+Gyr strives to prevent the use of Conflict Minerals within its products and requires that its suppliers and partners share this objective. Landis+Gyr has also adopted the SEC Rule 1502 (US only) & OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. Suppliers and partners are requested to complete and submit Conflict Minerals Reporting regarding the use of tin, tantalum, tungsten & gold (3TG) as well as cobalt compliance forms. The forms are submitted to Landis+Gyr every two years or when requested by Landis+Gyr based on perceived risk.

### Hazardous Materials and Cycle Economy

Suppliers are requested to design and implement a system for the thorough management of those materials, components and processes which may have negative environmental impact. A special focus lies on chemical substances in products. Landis+Gyr asks its suppliers to establish a design approach to pursue resource sustainability (green design), for example by reducing material usage and design assemblies for maximized recyclability. Suppliers are asked to establish a system for identification and management of hazardous chemical substances in products policies. ●



## 6.4 EMPLOYEE MOTIVATION

### MANAGEMENT APPROACH

**Employee Motivation is a prerequisite for the ability to deliver great customer service and achieve outstanding business results. Landis+Gyr is committed to an organizational culture where all employees feel motivated and engaged. Landis+Gyr identified Employee Motivation as a key topic that would benefit from increased global focus.**



All HR processes are potentially impacted by this topic, and while training and internal projects refer to Landis+Gyr employees only, the policies regarding Operational Health and Safety as well as ethical guidelines are applied to temporary employees and extended in to the supply chain (read more on this in [Chapter 6.6](#)). Evidence of the direct impact of Employee Motivation is visible across the whole organization, on the interface with Landis+Gyr's customers and is being reflected in the quality of its products. While Landis+Gyr extends its full Operational Health and Safety Programs to temporary employees or contractors working on Landis+Gyr sites, the management approach with regard to Employee Motivation relates to Landis+Gyr employees only.

Employee motivation is a multi-layered topic; to ensure energies are consistently focused across the organization, the following elements are prioritized: supportive management, positive work environment, opportunities for growth, trust in leadership, meaningful work. Furthermore, proper business conduct and standards of behavior for all employees are clearly outlined in the Landis+Gyr Global Code of Conduct and Business Ethics. It includes the princi-

ple of equal employment opportunity and non-discrimination and forms the basis of requirements for new hires.

Based on the Global Performance Review Policy, Landis+Gyr strives to ensure that all employees achieve their professional potential. Managers and employees have two formal opportunities to discuss business behavior and performance against goals each year. Regular, two-way feedback is encouraged. The global people platform myGPS (Success Factors) records individual development plans, learning history and goals. Landis+Gyr is also committed to promoting internal talents, identifying potential successors for key positions. The Company's ambition is to help employees create and maintain their Individual Development Plan that sits within myGPS (Success Factors). Wherever possible, vacancies are to be filled with internal talent.

The Group strives to implement a global employee motivation strategy until 2021, with a global career development framework and standardized engagement surveys. These projects will facilitate the creation and strengthening of a working environment that allows employees to deliver to the best of their abilities, whether in relation to their current role or their future career progression. Every other year the approach will be evaluated in a range of measures. These include an audit of the initial action plans, performance goals for leaders relating to the maintenance of action plans, measures for individual development but also global learning campaigns as well as the impact of succession planning across the organization. ►



At the same time, Landis+Gyr will be carrying out an initiative that includes a global approach to simplify and right-size the organization, allowing for increased customer intimacy and speed to market as well as overall improved efficiencies and quality controls. This process will result in an estimated reduction of Landis+Gyr's workforce by approximately 12% and shall be concluded by the end of Fiscal Year 2020. Landis+Gyr is working closely with all stakeholders and social partners and expects a positive impact on Employee Motivation in the mid-term, whilst currently implementing the challenging process of streamlining the organization. Transition

programs are provided as part of local social plans and always in consideration of local employment conditions and laws.

### Training and Career Development Reviews

The Company provides training to its employees through a variety of different channels and includes compulsory training, skills development as well as supporting individual career growth. For several years, Landis+Gyr has provided its employees unlimited access to LinkedIn learning. On average, employees invest around 17 hours per year completing learning activities. ►

### Goals reached in 2019/20

- Conducted a global engagement survey, cascaded the results, and involved employees in creating sustainable action plans
- Launched global policies for talent acquisition and international assignments\*
- Developed one consistent corporate onboarding program\*
- Established LinkedIn Learning to focus global learning campaigns on key topics such as unconscious bias

### Roadmap cycle ending in FY 2021/22

- Maintain Employee Engagement action plans
- Implement a global employee motivation strategy
- Introduce a global reward and career framework
- Initiate unconscious bias training for the Executive Management team

► **The impacts occur internally and Landis+Gyr is involved directly.**







### Employee Engagement Survey

In September 2019, Landis+Gyr conducted a survey among all employees in order to evaluate their level of engagement and to identify room for improvement. With a response rate of 88%, participation was high. With a favorability score of 84%, the Landis+Gyr's Sustainable Engagement was rated at the top end by comparison to an external benchmark. The category reflects the levels of attachment toward the organization and the employees' willingness to give discretionary effort.

Customer Focus was also highly rated, as was the Group's Culture of Collaboration and People Management. Landis+Gyr outperformed the Global High Technology norm in all of the mentioned categories. Employees and Managers have collaborated on areas for improvement and over 400 action ideas have been formally registered with the goal being to enhance the level of employee engagement.

On the other hand, there were opportunities identified in the categories of Innovation & Change; Strategy & Leadership and Personal Development; the delta to the Global High Technology norm was 2%, 3% and 1% accordingly. These categories formed the basis of the Executive Management Team engagement targets, which were cascaded throughout the whole organization.

The survey is planned to be carried out bi-annually. Whilst participation in the survey is voluntary, the goal is to receive feedback from at least 80% of the employees. Within six weeks of the engagement survey taking place, a global CEO communication will convey the overarching survey results. Leaders will then be required to share the local survey results and to engage their teams in the creation and maintenance of an action plan that is aimed at improving levels of employee motivation and engagement across the organization. Action plans are to be documented within the internal HR tool within three months of the survey results being available.

Going forward, the planning process will form one of the key enablers for employee engagement. Leaders work collaboratively with their teams to identify the barriers and blockers to engagement and the corrective actions. A Global HR dashboard including relevant metrics will be available to the Extended Leadership Team every quarter, which will also include information about internal hires from the talent pipeline. A pulse survey mechanism will be developed to take place between the global bi-annual survey. ●

## 6.5 OCCUPATIONAL HEALTH AND SAFETY



### MANAGEMENT APPROACH

**The Occupational Health and Safety (OHS) of all employees is a top priority at Landis+Gyr. The Company is committed to maintaining safe workplace environments that reduce the risks of accidents, injuries, and illnesses. To maintain and strengthen a high standard of workplace occupational health and safety, Landis+Gyr provides employees with regular training and events to integrate job safety into daily work. The primary goal is to ensure that everyone is kept safe and healthy.**

It is obvious that the physical well-being of all employees needs to be a core focus. The right to a healthy and safe workplace is recognized as a human right. Hence, ensuring occupational health and safety is a must. Also, absences of employees due to injuries or illnesses create costs and additional expenditures for an employer. As a result, the occupational health and safety of employees has a direct influence on productivity and is a major success factor. Occupational health and safety at work involves both the prevention of harm, and the promotion of health and well-being. With its offices, operations, supply chain and products Landis+Gyr is exposed to the topic to a large extent.

Landis+Gyr has an OHS monitoring system in place that enables the different management levels to contribute to and manage OHS issues and monitor the safety performance in order to introduce additional control measures as required. Current OHS practices are compliant across the Group due to the requirements of OHSAS 18001, ISO 45001 and national laws. The Quality, Environmental, Health, and Safety Policy (QEHS) Company policy and OHS guideline – both internal documents – apply Group-wide, while some policies and guidelines are site-specific to cater for the variations in national laws and site operational activities. ►

While the primary focus is on Landis+Gyr's employees and activities, Landis+Gyr additionally request suppliers to follow the same requirements via the Supplier Code of Conduct. In the design of products, Landis+Gyr follows stringent safety requirements based on external regulations and internal guidelines, to ensure that all products can be used safely throughout their lifecycle.

The site manager in charge is accountable. OHS responsibilities are cascaded to quality managers and managed as part of the integrated management sys-

tem), with reporting structures in place at Group CEO level. The Group has implemented management systems, processes, guidelines, training programs and reporting tools / dashboards to ensure the required level of occupational, health and safety is maintained across the organization. Internal and external occupational and health and safety audits are regularly undertaken to monitor OH&S performance. The IMS system is measured through the annual setting of global KPIs for OH&S.

#### Goals reached in 2019/20

- Standardized and globally enforced OHS management system, which aims to further strengthen preventive focus through improved risk assessment, further harmonizing regional processes and KPIs, and integrating supplier safety
- Developed and established global accident investigation and reporting system (which also incorporates Near Miss reporting)\*
- Various COVID-19 measures put in place to protect employees and maintain the ability to deliver

#### Roadmap cycle ending in FY 2021/22

- Maintain and further improve current OHS management system towards "more global and more preventative focus"
- Expand OHS awareness and requirements for key suppliers
- Further drive continuous improvement of the Occupational, Health and Safety culture across Landis+Gyr, based on in-depth analysis of improved OHS data reporting systems

### ► The impacts occur internally and Landis+Gyr is involved directly.

#### The OHS system at Landis+Gyr

Landis+Gyr has an Occupational, Health and Safety Management System with a dedicated policy which addresses both local requirements (e.g. legal, standards or code of practice) as well as the requirements of the ISO 45001 standard. ISO 45001 sites are audited periodically by a certified external party.

All contractors are covered by the same policies as employees. Risk assessments are undertaken across all levels of the organization to identify potential risks to compliance, the well-being of people and the environment and the achievement of the objectives. Risk assessments are used as the primary mechanism for the identification of hazards and their elimination through the implementation of corrective and preventive actions. Management teams throughout the Group ensure (based on auditable evidence) that they have processes in place to facilitate regular consultation with employees and obtain their participation in the identification of occupational health and safety risks and implementation of the related controls. Every year, OHS audits of several sites are undertaken by a central team, in addition to annual local OHS audit programs.

During the current reporting period, there have been no fatalities due to work-related injury or high-consequence work-related injuries. Accidents are classified in categories Minor (up to one day absence) and Lost Time (more than one day absence). All Lost Time accidents are reported to Group OHS. In the past business year, Landis+Gyr recorded 11 Lost Time Incidents at a Lost Time Incident Frequency Rate of 0.88. (LTIs x 1,000,000)/Exposure Hours. The number of hours worked in the reporting period was 12,548,400. Nevertheless, for every Lost Time Accident, Landis+Gyr requests a corrective action plan to fix the problem and to address the root cause of the accident.

The Lost Time Incidents can be classified as follows:

- 6 = Struck by moving object;**
- 1 = Contact with electricity;**
- 1 = Fall from height;**
- 1 = Slip, trip, fall;**
- 1 = Trapped by something falling; and**
- 1 = Contact with sharp object.**

Each location must identify specific local hazards – depending on their activities – and will undertake site-specific risk assessments. Preventive risk identification and related actions to eliminate hazards and minimize risks are managed through the Integrated Management System for Quality, Environment, Health and Safety and Business Continuity. Employees, in their daily activities, and managers, when carrying out job observations and PM reviews, identify potential risks in the workplace. Actions to eliminate hazards and risks are also identified during each location's Annual IMS Management Review and Annual Internal IMS Audit program. An overall IMS Management Review is undertaken at the executive level on an annual basis. Emergency response plans are in place for all sites.

The Landis+Gyr process for Managing QEHS-Critical Activities includes the identification of related improvement activities, designates local responsible managers, hazard assessments for personal protective equipment and preventive maintenance for equipment, tools, devices and vehicles. The QEHS onboarding process is standardized. Initial and recurring QEHS training is undertaken.

Best Practice Standards have been established and implemented, which set out additional controls required in relation to hazards associated with driving, electrical work, office safety, workstation ergonomics and manual handling, as well as procedures for 5S implementation, subcontractor QEHS Management and IMS Document Control.

### COVID-19 Measures

Landis+Gyr's commitment to the occupational health and safety of its employees and customers has been at the core of the Company's values since its foundation. That became even more important during the recent COVID-19 pandemic crisis. Soon after the outbreak of the pandemic in China, the Group adapted protection measures for employees, partners, and customers, depending on each country's situation and developments in 2019/20 and 2020. The global measures can be summarized as follows: During times in which incident rates in the corresponding countries were high, office personnel were and still have been instructed to work from home (where this has been possible). Medically vulnerable personnel remained at home and medical care is ensured for all employees. All governmental measures and recommendations are being monitored and followed. External visitors are generally not allowed at Landis+Gyr sites during times of higher incident rates, such as for example in Switzerland. Governmental lockdown rules were and still are strictly followed even when resulting in partial lockdowns of own operations such as in India or South Africa in early 2020. Strict social distancing and quarantine rules played their part in avoiding the spread of the virus among employees. ►







### RoSPA Award UK

For the 14th consecutive year, the Landis+Gyr team in the UK received the internationally renowned RoSPA (Royal Society for the Prevention of Accidents) President's Award for continuing to demonstrate high standards of occupational health and safety.

Organizations receiving an RoSPA award are recognized as world leaders in occupational health and safety practice. Every year, nearly 2,000 entrants vie to achieve this accolade whose headline sponsor is NEBOSH - the National Examination Board in Occupational Safety and Health.

Rafal Pereszczako, Integrated Management System (IMS) Coordinator for the UK, attended the virtual awards ceremony at the beginning of September 2020. He was delighted to receive this recognition on behalf of Landis+Gyr (UK). "The RoSPA awards are known to be one of the most stringent health and safety accolades in the world and the longest-running of its kind in the UK. We are proud of this achievement. It demonstrates our commitment to aspects such as health at work, environmental management, and safety inside and outside of the workplace", he stated proudly.

For more information about the RoSPA Awards visit [www.rospace.com/awards](http://www.rospace.com/awards)



**Pequot Lakes in Minnesota, USA, a Landis+Gyr Research and Development Center, received the 2019 Outstanding Award** in Occupational Safety and was recognized during the Minnesota Safety and Health Conference.

## NEAR MISSES SYSTEM

**Landis+Gyr has recently updated its Global OHS reporting system to capture Near Miss data across all global sites. The system now provides a new layer of data, testimony of another evolution of the safety culture at Landis+Gyr. The Near Misses System encourages employees to become more aware and open to reporting – which in turn generates a transparent environment and higher OHS awareness.**



Several sites had already implemented Near Misses Reporting Systems locally. However, the common system has now been implemented across the Group, covering all employees, and is managed centrally. The system has been fully operational since summer 2020 and provides greater insight into areas of potential OHS risk. This enables the organization to implement corrective actions and control measures on a global scale to further mitigate potential OHS risk across the organization.

Chris Hope, EMEA Systems & Processes Manager and responsible for the global roll-out of the Near Misses System, expects the project to enhance an open work atmosphere. He said: “The system is expected to not only enable the reporting of near miss incidents, but also to generate a greater awareness of OHS risks across the organization and drive an improved safety culture”.

Over the course of the next 12 months, further training sessions and awareness campaigns are planned globally. This additional near miss data collected through the system will be shared across the Group to enable better identification of OHS risk areas and improve OHS awareness across all Landis+Gyr sites. ●

# 6.6 FAIR LABOR PRACTICES

## MANAGEMENT APPROACH

**Landis+Gyr is committed to treating its employees with the dignity they deserve. The Company's Fair Labor Standards are aligned with global standards and guidelines, such as the UNGC, and thereby the United Nations Universal Declaration of Human Rights, as well as the Declaration on the Fundamental Principles and Rights at Work of the International Labour Organization.**

Landis+Gyr is committed to upholding and promoting fair labor practices in all locations and for all employees globally. Advanced Fair Labor Practices – whether imposed by local statutory requirements or by our internal standards where such statutes do not exist – are the norm at all Landis+Gyr sites. Landis+Gyr's commitment to fair labor practice is also a pillar of its supply chain operations. As such, the Company has imposed comparable human rights protections on suppliers and demands the abolishment of modern slavery in its supply chain, as evidenced by the Landis+Gyr Supplier Code of Conduct.

Several aspects led to the decision to classify the topic of Fair Labor Practices as material, including local legal requirements that need to be implemented and complied with, as well as best practices issued by organizations such as the United Nations or the International Labour Organization.

Fair Labor Practices have been a long-standing commitment of Landis+Gyr. However, with the current CSR roadmap, the topic received even more atten-

tion and was newly organized. Landis+Gyr's Fair Labor Practices focus on the implementation of a set of internal guidelines and control measures within the entire organization and supply chain to ensure compliance with local laws and international standards. A central requirement is the guarantee of equal employment opportunities without discrimination and harassment based on age, gender, religion, sexual orientation, or ethnic/social origin. Landis+Gyr's Code of Business Ethics and Conduct also covers employees' responsibilities to each other, such as respect for one another, and not engaging in discrimination or retaliation. All employees must agree to fully comply with the Code and to participate in regular training sessions.

This topic is managed by the Group Chief Compliance Officer. Like all other CSR material topics, it is governed by the CSR Steering Committee. Alongside the Group Chief Compliance Officer, the Global Head of Human Resources and the Global Head of Supply Chain Management and Operations manage the monitoring of the internal and external operations, respectively, with regards to this topic. ●

### Goals reached in 2019/20

- Rolled out new Code of Business Ethics and Conduct and Supplier Code of Conduct to protect minors and young people, promote fair and ethical relationships, and explicitly prohibit modern slavery and other human rights violations\*
- New learning content focused on ethics and integrity rolled out\*
- Updated internal stakeholders on fair labor topics including modern slavery

### Roadmap cycle ending in FY 2021/22

- Adopt a reporting framework and a human rights due diligence process in accordance with the UN Guiding Principles
- Focus on a Landis+Gyr specific risk area as a core element in each yearly development of Code of Business Ethics and Conduct
- Mandatory e-learning enhancing compliance training programs to include external consultants and agents

► **The impacts occur internally and externally and Landis+Gyr is involved directly and indirectly.**



## ON THE IMPACT OF THE NEW CODE OF BUSINESS ETHICS AND BEHAVIOR

**Stefania Varga, the responsible project lead from the Global Compliance and Privacy team for the development and global roll-out of the new Code of Business Ethics and Conduct, talks about the impact of development processes on sustainability in this interview conducted by the CSR Team.**

► **“Clearly stating and codifying what we already lived created an increased awareness of employee rights.”**

– Stefania Varga, Global Compliance and Privacy

*With the new Code of Business Ethics and Conduct, Landis+Gyr incorporates several international standards. How has the Code been impacted by these standards and how does that impact show in the day-to-day application of the Code?*

The new Code incorporated the UNGC Principles and the fair labor standards of the Responsible Business Alliance. The alignment with these standards and the UNGC principles has improved our Code in the sense that we are now explicitly listing all of the Company's requirements towards its employees in a holistic way. The previous version of the Code included topics such as anti-discrimination and equal opportunities, but other topics such as working hours, fair compensation, prohibition of child labor and modern slavery were not explicitly stated in the code before. Some of these topics were not historically included as Landis+Gyr did not feel like the company was impacted by, for example, modern slavery, and because some topics are regulated by local laws, such as working hours. In now making these amendments to the Code, the Company showcases to its employees and other stakeholders that these are topics of the utmost importance to Landis+Gyr, that the Company is aware of all these topics and potential risks, and is abiding by these rules on a group level. This uniform standard of human rights shows our workforce that regardless of where they are located, they are all protected by the same high standards. In turn, employees have also become more aware of their rights.

*How did you notice that there is an increase in awareness?*

We had immediate positive feedback during the roll-out. Employees of all levels addressed our team with inquiries, some wanting to ensure that current local practices were indeed in line with the newly codified standards, for example working hours. In this way, we immediately saw people being more aware of their rights, and being more confident in asking or talking about these topics, because they were now reassured that Landis+Gyr does guarantee these rights, even if they are in some cases not guaranteed by local regulations. We also received a lot of direct feedback that the global communications on this topic were well received, understandable and clear.

*How did you make sure that the blue-collar workers were equally trained and understood the Code?*

Our team put together a concise summary of all changes implemented in the updated Code, which we then sent to all local Human Resources offices where Landis+Gyr employs blue-collar workers. The local HR teams then held in-person training sessions in groups to advise on the new changes to the Code, which culminated in all blue-collar workers signing off on the Code. In order to make sure that local employees understood the contents and to enhance the importance, the material was translated into all relevant local languages such as Chinese, Greek, Portuguese, Spanish, German, etc. ●



## 6.7 COMMUNITY ENGAGEMENT

**With its presence in 27 countries Landis+Gyr is impacting the local communities it is part of. Hence, Landis+Gyr is engaging to create a positive environment for its employees, neighbors and the communities the Company and its branches are a member of.**

Until 2020, Community Engagement had been managed at local and regional level. While there were global activities such as the participation in the "Wings for Life" initiative, most projects have so far followed a grassroots approach headed by local management. However, with the growing importance of community engagement Landis+Gyr decided to define a global framework, targets and KPIs. Whilst implementation is within regional and local responsibility, investments and outcomes will be tracked and monitored globally in the future.

The topic is managed and monitored by the Global Community Engagement Program Coordinator. The action streams (concept and strategy; KPI to measure, collect and report; global projects / undertakings) cover specific aspects of the topic which might be reviewed as part of the next cycle. The impact is, due to its nature, global with emphasis on places where Landis+Gyr has a presence. The areas of im-

pact are a positive engagement with the neighbourhood and an improved attractiveness as an employer. These are also the touchpoints for Landis+Gyr to participate in local communities and find inspiration for new projects.

Landis+Gyr has no operations with significant actual or potential negative impacts on local communities. The Group focuses positive impact initiatives on a wide range of social activities and charity projects that improve the motivation of existing and new employees, the engagement of business partners and interaction with authorities and neighborhoods. In addition, Landis+Gyr engages in and contributes to a number of third-party community projects. Such activities are intended to create value for the Company, the Company's employees and families, the neighborhoods, local communities, and society. ●

### Goals reached in 2019/20

- Enhanced awareness and acceptance of coordinated community engagement activities within the Group\*
- Developed a global strategy and guidelines for the Group's community engagement worldwide
- Defined a set of global KPIs for community engagement and reporting
- Collection, consolidation and communication of community engagement stories internally and externally
- Global Community engagement organization set up\*

### Roadmap cycle ending in FY 2021/22

- Start to lead, supervise, track and consolidate Community Engagement activities within the Community Engagement Directive
- Establishing quarterly reporting
- Gaining a solid basis allowing for a profound mid-term Community Engagement strategy
- Provide full transparency on Landis+Gyr's global community engagement activities

► **The impacts occur externally and Landis+Gyr is involved directly and indirectly.**

## COMMUNITY ENGAGEMENT AT LANDIS+GYR FINLAND

**Landis+Gyr Finland took part in the bike-to-work competition to save CO<sub>2</sub> and raise money for the local children's hospital.**



The Finnish team participated in the Kilometer competition, a nationwide cycling competition between teams running from May to September 2019 and 2020. Landis+Gyr Finland takes part every year in this national competition. In 2019, 42 colleagues from Landis+Gyr Finland cycled 30,164 km in total. This mileage saved 2,111 liters of petrol and 5,277 kg of CO<sub>2</sub> compared to if the participants would have been taking cars or public transport over the same

distance. Even more important to the team, however, was that by cycling, they raised EUR 1,260 to be handed over to the children's ward of the Central Hospital of Central Finland. An overarching element to both initiatives is the active and positive team spirit driving the Community projects. Landis+Gyr Finland is destined to take a leading role in spreading this team spirit to the global community engagement initiatives from 2021 onwards. ●

## 6.8 DATA SECURITY AND PRIVACY

**Landis+Gyr's products and services bring intelligence to the power grid by collecting and analyzing data and enabling energy utilities and energy consumers to make fact-based decisions regarding energy management. This exposes users to the risk that personal data could be misused. As a result, data privacy and security are fundamental to Landis+Gyr's success and sustainable business development.**

Landis+Gyr is continuing to further enhance the data security and privacy program to manage the increasing risk and requirements that are being seen from regulation and cyber security threats. Personal information and other data collected from consumers, customers, employees and other stakeholders is subject to data protection laws in all countries in which Landis+Gyr operates. The Company is exposed and involved in the risks of data security and privacy in its activities as well as with the products, solutions and services sold. The Group takes measures and precautions to protect the information gathered and generated by its products within the limitation of its influence boundaries.

The natural boundary of Landis+Gyr's influencing sphere for Data Security and Privacy is in the use phase of products and solutions. Landis+Gyr takes every precaution in the design and production of its products, ensuring that the data used or generated by our products and solutions is protected and its privacy kept. The topic covers a vast field from Employee Data, Customer Data and Product and Service Compliance. It is managed by the Company's

Chief Information Security Officer and centrally regulated in the Data Security Policy, which is strongly influenced by GDPR and other Privacy regulations. The policy describes the importance, the boundary as well as the managing principles of this material topic.

Important entities within the Group managing the topic are the Compliance and Data Privacy Officers who set the boundaries and monitor implementations, followed by the Cyber and Information Security Department, which provides a secure environment with gradations to satisfy the different security and compliance requirements. Product Management, Engineering, production, and the supply chain also comply with data security and privacy policies. Documents are stored in linkage with the process and kept safe for the period required by the respective law. Landis+Gyr has a cyber-security incident and vulnerability submission portal implemented on the Group's web sites. The form can be used by any outside party to alert Landis+Gyr about any security or data breach or data loss topic or such potential dangers. ●

### Goals reached in 2019/20

- Expanded the Company's global security awareness and training program
- Enhanced access and identity management program and data protection solutions
- Updated the Company's Security Information and Event Management Solution and associated security operations
- Globalized and enhanced the Company's security compliance framework with data privacy strategy and policies

### Roadmap cycle ending in FY 2021/22

- Formalize the Company's security intelligence function
- Roll out enhanced application security programs world-wide
- Enhance and extend the Company's Secure Development Lifecycle program across all development and manufacturing areas
- Enhance products and solutions to continuously meet customer and regulatory privacy and security requirements

► **The impacts occur internally and externally and Landis+Gyr is involved directly.**



## DATA SECURITY MANAGEMENT

**It is imperative for Landis+Gyr to be informed immediately when security events are detected, quickly assess the security event for impact, and to respond appropriately. In the reporting cycle, two complaints were received and dealt with.**

In the reporting cycle 2019/20, there were two substantiated complaints received concerning customer privacy, one from an outside party and one from a regulatory body. Whilst not facing any substantial complaints or leaks concerning the loss of customer data, both complaints were reviewed and assessed, and proper actions were taken to remediate any concerns from the parties making the complaint.

As part of the Group's ongoing effort to continually strengthen its Cyber Security Program, the global Security Operations Center has been enhanced, including a new partnership with ReliaQuest. ReliaQuest is a global leader in cyber security that delivers industry-leading visibility and automation on demand across complex environments with a plat-

form purpose-built to protect enterprise environments from security breaches. Its cloud-native Software as a Service solution enables visibility, coordination, and control across the enterprise's on premise and multi-cloud. Partnering with ReliaQuest brings Landis+Gyr 24x7x365 security monitoring, as well as enhanced log aggregation and correlation, and enhanced security orchestration, automation, and response capabilities from an industry leader in the Security Managed Services field.

Along with this partnership, Landis+Gyr has also finished the roll-out of ServiceNow for managing security incidents and vulnerabilities, delivering a global consolidated real-time view of security posture. ●





## 6.9 BUSINESS INTEGRITY

**Landis+Gyr conducts business in many countries in which business practices may vary greatly. And, given the industry in which Landis+Gyr operates, many of Landis+Gyr's customers are government owned or highly regulated. Therefore, Landis+Gyr's employees, agents, contractors, and other intermediaries are expected to conduct business with the utmost integrity.**

Landis+Gyr is active in more than 100 countries, all of which have different legal requirements and expectations. The Company is therefore exposed to a variety of risks due to its global operations, such as bribery, corruption, fraud, and anti-competitive behavior. Therefore, the Company's related standards are valid for Landis+Gyr Group and its subsidiary companies, including all its employees and other agents, contractors, or intermediaries under Landis+Gyr's control.

Landis+Gyr's stringent integrity standards are showcased in the Company's Code of Business Ethics and Conduct. The Code prohibits corruption, violations of fair competition, and human rights infringements. Consequently, the Company has implemented a compliance governance structure with responsible managers at the group level, as well as in the regions, all of whom ensure that all compliance policies and processes are implemented at the local, regional, and global levels. These individuals also advise internal stakeholders regarding compliance topics.

In addition, Landis+Gyr has implemented a third-party due diligence process. It requires a mandatory due diligence check prior to the appointment of a third-party intermediary. This check is conducted by or with the assistance of an independent third party and scans potential third party intermediaries against blacklists, sanctions lists, adverse media, and other databases that may reveal a lack of business integrity. The Company's third-party due diligence process is regularly re-evaluated and updated to ensure third parties are properly screened and vetted before business engagements are initiated.

All Landis+Gyr employees are required to abide by the Landis+Gyr Code of Business Ethics and Conduct. All white-collar employees are trained on the content of the Code of Conduct on a yearly basis. Furthermore, the Company offers specialized training sessions on the most relevant compliance risks. Training sessions focused on anti-corruption and competition law are completed on a yearly basis by employees who deal directly with customers, agents, distributors, vendors, and competitors, as well as anyone who is a direct manager.

Globally, the Company has installed appropriate channels for reporting suspected or known violations of the Code of Conduct, other internal policies, or the law. For this purpose, Landis+Gyr implemented a confidential 24-hour hotline for making such reports, as well as a web portal where employees can file a complaint. Finally, concerns can be reported through different channels in the organization, such as via e-mail to a manager, HR Business Partner, or Compliance Officer. To this end, a case management system has been rolled out to record and monitor complaints and their resolution. ►

The topic of Business Integrity is owned and managed by the Group Chief Compliance Officer. The Group CCO reports regularly to an Ethics Committee made up of the Group's CEO, CFO, General Counsel, and Head of HR. The Group CCO is also supported by a Global Compliance Team, as well as by the Regional Compliance Officers. The Group CCO relies on cross-functional stakeholders to drive compliance across the organization, as compliance and ethical

behavior is ultimately everyone's responsibility. Besides these organizational resources, Landis+Gyr has a thorough training program in place, and operations are audited by Internal Audit. As a next step in developing the compliance function, Landis+Gyr will launch a monitoring program and audit plan specifically for compliance-related topics. Central Policies to these processes are:

- **Anti-Corruption Policy: a global policy that offers a deep dive into the topic of corruption and other associated prohibited practices**
- **Sponsoring and Political Contributions: a global policy that regulates employee sponsoring and political contributions**
- **Unfair Competition and Antitrust Policy: a global policy that offers a deep dive into the topic of antitrust and all associated prohibited practices**

#### Goals reached in 2019/20

- New Code of Conduct introduced and trained\*
- Ethics Committee established to ensure that critical compliance topics are addressed at the highest level within the organization
- E-learning content rolled out with focus on ethics and integrity for the Code of Conduct, Anti-Competition, and Anti-Bribery
- Quarterly Ethics and Compliance Newsletters shared with the global organization
- Third-Party Due Diligence checks for Agents and Distributors

#### Roadmap cycle ending in FY 2021/22

- Launch a monitoring program and an audit plan for compliance-related topics
- Create a certified compliance and ethics platform
- Onboarding Suppliers to Due Diligence checks

### ► The impacts occur internally and externally and Landis+Gyr is involved directly and indirectly.

As of the creation of this report, Landis+Gyr's governance body members, the Executive Management Team (EMT), was made up of 12 members, distributed geographically as follows: 4 in the Americas, 1 in APAC, and 7 in EMEA. Of these, all 12 EMT members (100%) completed a Landis+Gyr Code of Business Ethics and Conduct e-learning session, which focuses on a variety of compliance risks, including corruption. This completion occurred either (1) during the Code of Conduct E-Learning Campaign, which launched on November 1, 2019 and ended on November 30, 2019, or (2) upon joining Landis+Gyr (for those who joined the Company after November 30, 2019).

Further, 5 of 12 EMT members (41.67%) attended a face-to-face Code of Conduct training session during 2019/20. This live training focused on a variety of compliance risks that Landis+Gyr is exposed to due to its internal and external operations, including anti-corruption. Lastly, 7 of 12 EMT members (58.3%) completed a Preventing Bribery and Corruption e-learning session. This is a yearly requirement, and thus all EMT members will be (re)trained on this topic in fall 2020. ►



At Landis+Gyr, in accordance with global Company protocol, prospective employees receive, along with the offer of employment, a copy of the Code of Business Ethics and Conduct, which includes information about internal anti-corruption policies and procedures. The acceptance of the norms outlined in the Code of Business Ethics and Conduct and its supporting policies is a condition of employment.

All Landis+Gyr policies, including the Code of Business Ethics and Conduct and Anti-Corruption Policy, are routinely communicated to our intermediaries during onboarding. Furthermore, these policies are also communicated to our customers during the tender phase. With regards to suppliers, the same is communicated to them through the Landis+Gyr Supplier Code of Conduct, which was updated recently. Suppliers need to confirm adherence.

At the end of FY 2019/20, Landis+Gyr employed a total of 5,768 employees, distributed geographically as follows: 2,080 in the Americas, 1,510 in Asia Pacific, and 2,178 in EMEA. Of these, 4,107 or 71.2% of Landis+Gyr's employees completed the e-learning session for the Landis+Gyr Code of Business Ethics and Conduct during a campaign which was launched on November 1, 2019, and ended on November 30,

2019. The remaining 1,360 employees were either an exception to the launch population (i.e., blue-collar workers) or joined the Company after November 30, 2020. For this latter group, it was required that the same e-learning session be completed within 7 days of joining Landis+Gyr. Completion is being tracked locally as part of onboarding. The e-learning session focuses on a variety of compliance risks, including corruption.

Furthermore, 1,427 employees (24.74%) attended a face-to-face Code of Conduct training session during the reporting period. This live training focused on a variety of compliance risks that Landis+Gyr is exposed to due to its internal and external operations, including anti-corruption. The target population for this training were employees at various global locations who deal directly with customers, agents, distributors, vendors, and competitors, as well as anyone who has a management role.

Lastly, 1,161 employees (20.13%) completed a Preventing Bribery and Corruption e-learning session. The target population for this training were employees who deal directly with customers, agents, distributors, vendors and competitors, as well as anyone who has a management role. ●



# 7 STATISTICS

## 7.1 WATER

**Landis+Gyr adopted prudent water management over a decade ago with the sites learning from each other how to save water consumption, treat wastewater and reuse water on site. Wastewater and total consumption were reduced, with a significant increase in reused water.**

While total water consumption rose from 104,962 m<sup>3</sup> in 2017/18 to 115,325 m<sup>3</sup> in 2018/19, for 2019/20 and thus the reporting period of this year's report, the figure dropped to 102,876 m<sup>3</sup>.

In the Asian Pacific region APAC, the reduction was 21% compared to the previous year. In Europe, Middle East and Africa, reductions of total water use amounted to 8.7%. The amount of reused and recycled water was increased and amounts to 7% of the total water for 2019/20. Direct draining of water to public waters or ground was further reduced.

Water is measured with water meters in all larger sites. The Noida site moved into a new facility with on site sewage treatment and reuse of the water in spring 2019, this affects the water figures of the site from FY 2019/20 onwards, hence the increase of reused water overall. With Alpharetta and Kansas City, two mid-size sites currently cannot provide water information and are not included in the notes because the landlord does not provide water consumption details. Some of the smaller sites do not report water because it is included in tenant fees and are thus not included in the total. The water consumption of the smaller sites that are not included does not have a material impact on overall consumption and is estimated as lower than 1% of the total.

**TABLE 1: WATER USED – GROUP OVERVIEW [m<sup>3</sup>]**

|  | 2015/16        | 2016/17        | 2017/18        | 2018/19        | 2019/20         |
|--|----------------|----------------|----------------|----------------|-----------------|
| <b>Total m<sup>3</sup></b>                 | <b>116,340</b> | <b>116,520</b> | <b>104,962</b> | <b>115,325</b> | <b>102,876*</b> |
| <b>Water used from public water supply</b> | <b>64,314</b>  | <b>73,906</b>  | <b>65,291</b>  | <b>64,059</b>  | <b>61,389</b>   |
| <b>Industrial water</b>                    | <b>n. a.</b>   | <b>n. a.</b>   | <b>44.5</b>    | <b>38.2</b>    | <b>56</b>       |
| <b>Water used from own wells</b>           | <b>35,379</b>  | <b>36,731</b>  | <b>34,384</b>  | <b>44,298</b>  | <b>37,249</b>   |
| <b>Rainwater collected</b>                 | <b>16,646</b>  | <b>5,884**</b> | <b>5,242</b>   | <b>6,931</b>   | <b>4,182</b>    |
| <b>Total waste water</b>                   | <b>89,397</b>  | <b>97,100</b>  | <b>90,152</b>  | <b>97,535</b>  | <b>85,210</b>   |
| <b>Water reused</b>                        | <b>1,199</b>   | <b>2,322</b>   | <b>1,432</b>   | <b>2,627</b>   | <b>3,327</b>    |
| <b>Water recycled</b>                      | <b>891</b>     | <b>746</b>     | <b>–</b>       | <b>–</b>       | <b>3,964</b>    |

\* The Annual Report stated 99,903 m<sup>3</sup>. The new adjusted total includes corrected data from the Noida (APAC) site of additional 2,973 m<sup>3</sup>, based on a newly adapted calculation mode based on an estimate.

\*\* The lower consumption of rainwater for the period 2016/17 can be traced to the Corinth factory. In the preceding years, the site inadvertently reported its water source as 'rainwater' instead of 'own wells'.

**TABLE 2: WATER USED BY REGION [m³]**

|   | 2015/16       | 2016/17       | 2017/18       | 2018/19       | 2019/20       |
|---|---------------|---------------|---------------|---------------|---------------|
| <b>Americas</b>                                   | <b>27,832</b> | <b>30,262</b> | <b>29,793</b> | <b>28,835</b> | <b>30,206</b> |
| Water consumption from public water supply system | 20,835        | 24,133        | 24,043        | 21,484        | 25,395        |
| Water from own wells (groundwater)                | 752           | 802           | 717           | 651           | 629           |
| Water other (e.g. rainwater)                      | 6,245         | 5,327         | 5,033         | 6,697         | 4,182         |
| Total waste water                                 | 15,032        | 18,937        | 17,588        | 14,025        | 18,351        |
| Direct drain to public waters or ground           | 2,358         | 3,985         | 4,175         | 4,379         | 3,983         |
| Water, to public sewage system (drain discharge)  | 12,674        | 14,952        | 13,413        | 9,646         | 14,369        |
| Amount of water reused                            | 1,199         | 2,322         | 1,432         | 2,627         | 3,327         |
| Amount of water recycled                          | –             | –             | –             | –             | –             |
| Industrial water                                  | –             | –             | –             | –             | –             |
| <b>APAC</b>                                       | <b>51,205</b> | <b>46,095</b> | <b>41,709</b> | <b>52,013</b> | <b>41,198</b> |
| Water consumption from public water supply system | 16,578        | 19,806        | 17,582        | 18,156        | 13,168        |
| Water from own wells (groundwater)                | 34,627        | 26,289        | 24,127        | 33,857        | 28,030        |
| Water other (e.g. rainwater)                      | –             | –             | –             | –             | –             |
| Total waste water                                 | 39,974        | 40,767        | 41,688        | 51,984        | 37,217        |
| Direct drain to public waters or ground           | –             | –             | –             | –             | –             |
| Water, to public sewage system (drain discharge)  | 39,974        | 40,767        | 41,688        | 51,984        | 37,217        |
| Amount of water reused                            | –             | –             | –             | –             | –             |
| Amount of water recycled                          | 891           | 746           | –             | –             | 3,964         |
| Industrial water                                  | –             | –             | –             | –             | –             |
| <b>EMEA</b>                                       | <b>37,303</b> | <b>40,163</b> | <b>33,461</b> | <b>34,481</b> | <b>31,472</b> |
| Water consumption from public water supply system | 26,902        | 29,966        | 23,667        | 24,419        | 22,826        |
| Water from own wells (groundwater)                | –             | 9,640         | 9,540         | 9,790         | 8,590         |
| Water other (e.g. rainwater)                      | 10,401        | 557           | 209           | 234           | –             |
| Total waste water                                 | 34,392        | 37,396        | 30,875        | 31,527        | 29,641        |
| Direct drain to public waters or ground           | 10,486        | 12,556        | 9,268         | 10,451        | 8,736         |
| Water, to public sewage system (drain discharge)  | 23,906        | 24,840        | 21,607        | 21,076        | 20,905        |
| Amount of water reused                            | –             | –             | –             | –             | –             |
| Amount of water recycled                          | –             | –             | –             | –             | –             |
| Industrial water                                  | –             | –             | 45            | 38            | 56            |

## 7.2 WASTE

**After an increase in waste in the previous reporting year due to the relocation of production and assembly lines, Landis+Gyr was able to significantly reduce its waste in the current reporting period from 4,345 tons to 4.091 tons or 6%.**

Landis+Gyr is continuously taking measures to reduce waste and increase recycling, also throughout the reporting period. Best practice examples from sites include the reduction of landfill to zero in Curitiba and the minimum waste approach for the relocation of Jyskä Office in Finland.

Numbers differ from the numbers reported in the Annual Report due to a waste stream for meters of a total of 442 tons out of the Reynosa site plus 8 tons out of the Noida site that were only reported after

the closing of numbers for the Annual Report. The adjustments for Reynosa concern a recycling waste stream of waste that is being exported to the USA for professional recycling. Of these 442 tons that were recycled, 3 tons or less than 1% resulted in landfill.

The adjustments for Noida are due to the change of site and adjustments in measuring methods that resulted in a delayed reporting of a part of the waste stream.

### Office relocation with minimized waste generation

When Landis+Gyr Finland moved their office in February 2020, they had the task of removing and recycling old office supplies and no longer used paper books that had accumulated in the old office for over 20 years. The team not only organized proper recycling processes for recyclable waste, but they went all-in to reuse and recycle all materials to the maximum.

The team first classified the types of materials and designed a simple strategy to allocate the resources in different channels. Office supplies and recyclable books were then collected in one central area. The local Jyväskylä Craft and Design School was contacted through the initiative of an employee who had been studying at the school during a six-month study leave from December 2018 to May 2019. She knew that the school would be happy to receive the office supplies such as colored papers, staplers,



punches, or scissors. Empty binders and plastic pockets as well as similar items were advertised online and given to local NGOs. Finally, all employees were free to take remaining materials home either for their children or to be brought to daycare centers or kindergartens. In the end, almost zero material went to waste.

Over the years, books like dictionaries and other professional literature from the last millennium had accumulated. These amounted to 76 boxes, and were brought to the Sovatek foundation, which offers workplaces for reintegration after rehab. Sovatek uses the recyclable paper to produce a raw material for construction insulation. The recycled insulation from the old Landis+Gyr books and catalogues was then delivered to the local Ecovillage "Ekovilla Oy" to be used in new buildings. Ulla Yrjölä said: "This Engagement on all levels to not only recycle but truly reuse all kind of materials from the old offices shows that our team is dedicated to the local communities and extremely motivated to support our Community Engagement.







### Zero landfill in Curitiba

In 2018, the Curitiba site started a project to reduce the waste portion that goes to landfill. The portion of landfill at the start of the project was around 3.0%–3.5% per year (up to 400 kg). By the end of FY 2019, the site reached the goal of zero landfill. The project was based on 3 lines of action: 1) internal processes adequacy and standardization for correct waste collection and separation 2) raising all workers' (employees, contractors, visitors) awareness of correct waste disposal 3) a third-party development to col-

lect and properly dispose of the waste in a composting process. The majority of the composting is now done through the new partner. However, composting has a long tradition at the Curitiba site with a composting unit installed on site already years ago. Parts of the restaurant and garden wastes are disposed of directly on site. The generated humus is used for a local community garden and employees can also take it home for personal use.

**TABLE 3: WASTE – GROUP OVERVIEW [t]**

|                        | 2015/16      | 2016/17      | 2017/18      | 2018/19      | 2019/20       |
|------------------------|--------------|--------------|--------------|--------------|---------------|
| <b>Total t</b>         | <b>3,949</b> | <b>3,874</b> | <b>4,083</b> | <b>4,345</b> | <b>4,091*</b> |
| <b>Tons per Region</b> |              |              |              |              |               |
| <b>Americas</b>        | 1,855        | 1,258        | 1,189        | 1,192        | 1,549         |
| <b>APAC</b>            | 290          | 380          | 352          | 485          | 403           |
| <b>EMEA</b>            | 1,804        | 2,236        | 2,542        | 2,669        | 2,139         |
| <b>Sold</b>            | 1,412        | 1,369        | 1,464        | 1,471        | 1,351         |
| <b>Incinerated</b>     | 193          | 150          | 101          | 102          | 90            |
| <b>Landfill**</b>      | 490          | 360          | 403          | 510          | 389           |
| <b>Recycled</b>        | 1,864        | 2,002        | 2,128        | 2,268        | 2,265         |

\* The Annual Report stated 3,641 tons. The new adjusted total includes corrected data from the Reynosa (442 t) and Noida (8.1) sites, resulting in significantly higher numbers of recycling categories for the Americas.

\*\* Incl. 5% landfill ash

**TABLE 4: WASTE BY REGION [kg]**

|                                 | 2015/16          | 2016/17          | 2017/18          | 2018/19          | 2019/20          |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Americas</b>                 | <b>1,855,117</b> | <b>1,258,125</b> | <b>1,188,803</b> | <b>1,191,618</b> | <b>1,548,478</b> |
| Wood scrap                      | 516,890          | 20,199           | 13,168           | 5,780            | 7,030            |
| General waste                   | 258,319          | 234,281          | 243,330          | 257,272          | 217,275          |
| Metal scrap                     | 33,339           | 39,971           | 39,183           | 4,695            | 9,356            |
| Paper (recycled)                | 526,767          | 610,800          | 593,730          | 628,851          | 697,993          |
| Plastic waste                   | 118,744          | 91,431           | 90,377           | 76,421           | 402,974          |
| Food leftover                   | 85,125           | 61,675           | 80,797           | 98,021           | 105,160          |
| Electrical and electronic waste | 113,529          | 92,374           | 60,425           | 55,163           | 33,689           |
| Sludge                          | 69,794           | 75,414           | 54,431           | 48,988           | 48,988           |
| Hazardous waste                 | 12,169           | 25,697           | 11,421           | 15,263           | 20,929           |
| Debris                          | 112,320          | 4,390            | 300              | 300              | 300              |
| Oil waste                       | 6,050            | 1,210            | 1,490            | 640              | -                |
| Textile waste                   | 1,413            | 493              | -                | -                | -                |
| Alkali waste                    | -                | -                | -                | -                | -                |
| Glass and ceramic waste         | 530              | 50               | -                | 100              | 4,719            |
| Acid waste                      | -                | -                | -                | -                | -                |
| Medical waste                   | 128              | 140              | 151              | 124              | 65               |
| Mining waste                    | -                | -                | -                | -                | -                |
| Cinder                          | -                | -                | -                | -                | -                |
| Rubber waste                    | -                | -                | -                | -                | -                |
| Soot & dust                     | -                | -                | -                | -                | -                |
| Other waste                     | -                | -                | -                | -                | -                |
| <b>APAC</b>                     | <b>289,690</b>   | <b>380,303</b>   | <b>352,019</b>   | <b>485,199</b>   | <b>403,355</b>   |
| Wood scrap                      | 26,399           | 60,184           | 48,585           | 72,130           | 34,813           |
| General waste                   | 62,474           | 71,923           | 44,916           | 94,634           | 60,318           |
| Metal scrap                     | 62,648           | 40,988           | 38,665           | 103,321          | 86,964           |
| Paper (recycled)                | 84,787           | 96,762           | 118,539          | 108,549          | 82,850           |
| Plastic waste                   | 26,938           | 11,935           | 11,879           | 9,753            | 24,898           |
| Food leftover                   | 6,799            | 5,754            | 4,596            | 4,984            | 5,497            |
| Electrical and electronic waste | 4,480            | 4,680            | 8,392            | 20,418           | 37,082           |
| Sludge                          | -                | -                | -                | -                | -                |
| Hazardous waste                 | -                | 87,561           | 76,077           | 71,410           | 69,334           |
| Debris                          | -                | -                | -                | -                | -                |
| Oil waste                       | 165              | 20               | -                | -                | -                |
| Textile waste                   | -                | 496              | 370              | -                | 1,599            |
| Alkali waste                    | -                | -                | -                | -                | -                |
| Glass and ceramic waste         | -                | -                | -                | -                | -                |
| Acid waste                      | -                | -                | -                | -                | -                |
| Medical waste                   | -                | -                | -                | -                | -                |
| Mining waste                    | -                | -                | -                | -                | -                |
| Cinder                          | -                | -                | -                | -                | -                |
| Rubber waste                    | -                | -                | -                | -                | -                |
| Soot & dust                     | -                | -                | -                | -                | -                |
| Other waste                     | 15,000           | -                | -                | -                | -                |



|                                 | 2015/16          | 2016/17          | 2017/18          | 2018/19          | 2019/20          |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|
| <b>EMEA</b>                     | <b>1,804,621</b> | <b>2,236,057</b> | <b>2,541,890</b> | <b>2,668,672</b> | <b>2,139,334</b> |
| Wood scrap                      | 320,318          | 464,404          | 500,752          | 633,582          | 588,120          |
| General waste                   | 386,312          | 311,994          | 281,557          | 320,194          | 271,875          |
| Metal scrap                     | 458,980          | 616,483          | 823,010          | 855,469          | 594,533          |
| Paper (recycled)                | 459,249          | 621,842          | 629,339          | 620,442          | 508,258          |
| Plastic waste                   | 104,907          | 133,017          | 232,907          | 169,680          | 108,041          |
| Food leftover                   | 4,860            | 4,960            | 4,960            | 4,960            | 4,980            |
| Electrical and electronic waste | 49,208           | 42,996           | 27,413           | 32,063           | 33,764           |
| Sludge                          | -                | 11,450           | 6,110            | 2,820            | 3,120            |
| Hazardous waste                 | 11,581           | 20,795           | 14,013           | 9,602            | 6,124            |
| Debris                          | -                | -                | -                | -                | -                |
| Oil waste                       | 620              | 440              | 4,130            | 5,210            | 8,370            |
| Textile waste                   | -                | -                | -                | -                | -                |
| Alkali waste                    | -                | -                | -                | -                | -                |
| Glass and ceramic waste         | 7,195            | 5,269            | 4,397            | 2,828            | 2,008            |
| Acid waste                      | -                | -                | -                | 1,780            | -                |
| Medical waste                   | -                | -                | -                | -                | -                |
| Mining waste                    | -                | -                | -                | -                | -                |
| Cinder                          | -                | -                | -                | -                | -                |
| Rubber waste                    | 1,391            | 2,407            | 1,060            | 1,642            | 2,851            |
| Soot & dust                     | -                | -                | -                | -                | -                |
| Other waste                     | -                | -                | 12,242           | 8,401            | 7,290            |



## 7.3 CHEMICALS

**Minimizing the use of chemicals and phasing out of harmful chemicals remain a top priority for Landis+Gyr. In 2019/20, the company reduced the total use of chemicals by 12% from 10.6 to 9.3 tons.**

In a five-year comparison compared to FY 2015, the use of chemicals was reduced by over 30%. Most remarkable is the reduction of dichloromethane in the Americas by 64% and the reduction of tetrahydromethylphthalic anhydride in EMEA by almost 65%.

As the proportion of advanced meters in the manufacturing mix continues to grow and more environmental materials are adapted, the use of chemicals is expected to further decrease in the future.

**TABLE 5: CHEMICALS HANDLED – GROUP OVERVIEW [t]**

|                        | 2015/16     | 2016/17     | 2017/18     | 2018/19     | 2019/20    |
|------------------------|-------------|-------------|-------------|-------------|------------|
| <b>Total t</b>         | <b>13.8</b> | <b>12.2</b> | <b>11.9</b> | <b>10.6</b> | <b>9.3</b> |
| <b>Tons per Region</b> |             |             |             |             |            |
| <b>Americas</b>        | <b>6.8</b>  | <b>6.0</b>  | <b>7.1</b>  | <b>7.6</b>  | <b>6.8</b> |
| <b>APAC</b>            | <b>1.0</b>  | <b>1.2</b>  | <b>1.3</b>  | <b>1.7</b>  | <b>1.7</b> |
| <b>EMEA</b>            | <b>6.0</b>  | <b>5.0</b>  | <b>3.5</b>  | <b>1.4</b>  | <b>0.8</b> |



TABLE 6: CHEMICALS HANDLED BY REGION [kg]

|   | 2015/16        | 2016/17        | 2017/18        | 2018/19        | 2019/20        |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>Americas</b>   | <b>6,869.0</b> | <b>6,001.0</b> | <b>7,090.0</b> | <b>7,575.0</b> | <b>6,761.0</b> |
| Ethyl acrylate  | -              | -              | -              | -              | -              |
| Acrylic acid 2-hydroxyethyl                             | -              | -              | -              | -              | -              |
| 3-Isocyanatomethyl-3,5,5-trimethylcyclohexyl isocyanate | -              | -              | -              | -              | -              |
| Ethylbenzene  | -              | -              | -              | -              | -              |
| Xylene  | -              | -              | -              | -              | -              |
| Silver and its water-soluble compounds                  | -              | -              | -              | -              | -              |
| 1,2-Dichloroethane                                      | -              | -              | -              | -              | -              |
| Dichloromethane (methylene chloride)                    | 2,919.0        | 2,597.0        | 1,848.0        | 1,616.0        | 1,063.0        |
| Tetrachloroethylene                                     | -              | -              | -              | -              | -              |
| Tetrahydromethylphthalic anhydride                      | -              | -              | -              | -              | -              |
| Toluene   | 0.1            | -              | -              | -              | -              |
| Lead  | -              | -              | -              | -              | -              |
| Bis(2-ethylhexyl) phthalate                             | -              | -              | -              | -              | -              |
| n-Hexane  | -              | -              | -              | -              | -              |
| Manganese and its compounds                             | 3.6            | 3.6            | 3.6            | 3.6            | 3.6            |
| Acetone   | 5.8            | 5.7            | 7.6            | 7.6            | 12.0           |
| Isobutane   | -              | -              | -              | -              | -              |
| Isobutyl alcohol  | -              | -              | -              | -              | -              |
| Isopropanol   | 3,170          | 2,650          | 4,301          | 5,032          | 4,435          |
| Ethyl alcohol   | 78.2           | 48.5           | 115.0          | 158.2          | 250.0          |
| Ethylene glycol   | 12.1           | 12.0           | 12.0           | 12.0           | 12.0           |
| N-methyl-2-pyrrolidone                                  | 0.1            | -              | -              | -              | -              |
| Hydrogen chloride                                       | -              | -              | -              | -              | -              |
| Chlorine  | 675.9          | 681.0          | 791.0          | 746.6          | 986.0          |
| N-butyl-acetate   | -              | -              | -              | -              | -              |
| Paraffinic hydrocarbon                                  | 3.6            | 3.6            | 3.6            | -              | -              |
| Cyclohexane   | -              | -              | -              | -              | -              |
| Tetrahydrofuran   | -              | -              | 8.5            | -              | -              |
| n-Butane  | 0.1            | -              | -              | -              | -              |
| Propylene glycol monomethyl ether                       | -              | -              | -              | -              | -              |
| Propylene glycol monomethyl ether acetate               | -              | -              | -              | -              | -              |
| Methyl alcohol  | 0.1            | -              | -              | -              | -              |
| Methyl isobutyl ketone                                  | -              | -              | -              | -              | -              |
| Methyl ethyl ketone                                     | -              | -              | -              | -              | -              |
| Methylcyclohexane                                       | -              | -              | -              | -              | -              |
| Sulfuric acid   | -              | -              | -              | -              | -              |

|   | 2015/16        | 2016/17        | 2017/18        | 2018/19        | 2019/20        |
|---|----------------|----------------|----------------|----------------|----------------|
| <b>APAC</b>   | <b>994.6.0</b> | <b>1,210.8</b> | <b>1,322.0</b> | <b>1,667.0</b> | <b>1,724.0</b> |
| Ethyl acrylate  | -              | -              | -              | -              | -              |
| Acrylic acid 2-hydroxyethyl                             | -              | -              | -              | -              | -              |
| 3-Isocyanatomethyl-3,5,5-trimethylcyclohexyl isocyanate | -              | -              | -              | -              | -              |
| Ethylbenzene  | 27.8           | 60.3           | 47.5           | 49.6           | 41.9           |
| Xylene  | 150.0          | 120.0          | 91.0           | 94.9           | 80.2           |
| Silver and its water-soluble compounds                  | -              | -              | -              | -              | -              |
| 1,2-Dichloroethane                                      | -              | -              | -              | -              | -              |
| Dichloromethane (methylene chloride)                    | 247.1          | -              | -              | -              | -              |
| Tetrachloroethylene                                     | -              | -              | -              | -              | -              |
| Tetrahydromethylphthalic anhydride                      | -              | -              | -              | -              | -              |
| Toluene   | 93.0           | 82.5           | 65.2           | 68.1           | 57.5           |
| Lead  | -              | -              | -              | -              | -              |
| Bis(2-ethylhexyl) phthalate                             | -              | -              | -              | -              | -              |
| n-Hexane  | 71.5           | 123.0          | 94.3           | 98.4           | 83.1           |
| Manganese and its compounds                             | -              | -              | -              | -              | -              |
| Acetone   | 4.5            | -              | -              | -              | -              |
| Isobutane   | -              | -              | -              | -              | -              |
| Isobutyl alcohol  | -              | -              | -              | -              | -              |
| Isopropanol   | -              | -              | -              | -              | -              |
| Ethyl alcohol   | 40.0           | 30.0           | 17.0           | 16.5           | 20.0           |
| Ethylene glycol   | -              | -              | -              | -              | -              |
| N-methyl-2-pyrrolidone                                  | -              | -              | -              | -              | -              |
| Hydrogen chloride                                       | -              | -              | -              | -              | -              |
| Chlorine  | -              | -              | -              | -              | -              |
| N-butyl-acetate   | 8.8            | 16.8           | 12.0           | 12.5           | 10.5           |
| Paraffinic hydrocarbon                                  | -              | -              | -              | -              | -              |
| Cyclohexane   | -              | -              | -              | -              | -              |
| Tetrahydrofuran   | 185            | 463            | 694            | 1,013          | 1,165          |
| n-Butane  | -              | -              | -              | -              | -              |
| Propylene glycol monomethyl ether                       | -              | -              | -              | -              | -              |
| Propylene glycol monomethyl ether acetate               | 2.7            | 1.4            | -              | -              | -              |
| Methyl alcohol  | -              | -              | -              | -              | -              |
| Methyl isobutyl ketone                                  | 6.6            | 3.5            | -              | -              | -              |
| Methyl ethyl ketone                                     | 18.7           | 41.0           | 36.8           | 33.5           | 28.3           |
| Methylcyclohexane                                       | 21.5           | 46.9           | 36.8           | 38.4           | 32.4           |
| Sulfuric acid   | 18.7           | 291.0          | 232.0          | 242.4          | 205.0          |



|   | 2015/16        | 2016/17        | 2017/18        | 2018/19        | 2019/20      |
|---|----------------|----------------|----------------|----------------|--------------|
| <b>EMEA</b>   | <b>5,953.9</b> | <b>4,930.7</b> | <b>3,508.0</b> | <b>1,407.0</b> | <b>788.0</b> |
| Ethyl acrylate  | -              | -              | -              | -              | -            |
| Acrylic acid 2-hydroxyethyl                             | -              | -              | -              | -              | -            |
| 3-Isocyanatomethyl-3,5,5-trimethylcyclohexyl isocyanate | -              | -              | -              | -              | -            |
| Ethylbenzene  | -              | -              | -              | -              | -            |
| Xylene  | 2,032.0        | 1,465.0        | 649.0          | -              | -            |
| Silver and its water-soluble compounds                  | 13.0           | 21.6           | 1.1            | 7.5            | -            |
| 1,2-Dichloroethane                                      | -              | -              | -              | -              | -            |
| Dichloromethane (methylene chloride)                    | 419.0          | 26.6           | -              | -              | -            |
| Tetrachloroethylene                                     | 220.0          | 250.0          | 210.0          | 210.0          | 225.0        |
| Tetrahydromethylphthalic anhydride                      | 1'216          | 2'342          | 1'984          | 1'067          | 424          |
| Toluene   | -              | -              | -              | -              | -            |
| Lead  | -              | -              | 15.8           | 14.0           | 3.5          |
| Bis (2-ethylhexyl) phthalate                            | -              | -              | -              | -              | -            |
| n-Hexane  | 710.0          | 455.0          | 320.0          | 86.0           | 125.0        |
| Manganese and its compounds                             | -              | -              | -              | -              | -            |
| Acetone   | -              | -              | -              | -              | -            |
| Isobutane   | -              | -              | -              | -              | -            |
| Isobutyl alcohol  | -              | -              | -              | -              | -            |
| Isopropanol   | 135.3          | 34.0           | 8.5            | 6.0            | -            |
| Ethyl alcohol   | 404.6          | 53.5           | 132.0          | 5.5            | -            |
| Ethylene glycol   | -              | -              | -              | -              | -            |
| N-methyl-2-pyrrolidone                                  | -              | -              | -              | -              | -            |
| Hydrogen chloride                                       | 606.0          | 215.0          | 165.0          | -              | -            |
| Chlorine  | -              | -              | -              | -              | -            |
| N-butyl-acetate   | -              | -              | -              | -              | -            |
| Paraffinic hydrocarbon                                  | -              | -              | -              | -              | -            |
| Cyclohexane   | 152.0          | 44.0           | 3.0            | -              | -            |
| Tetrahydrofuran   | -              | -              | -              | -              | -            |
| n-Butane  | -              | -              | -              | -              | -            |
| Propylene glycol monomethyl ether                       | 23.0           | 11.0           | 2.0            | -              | -            |
| Propylene glycol monomethyl ether acetate               | -              | -              | -              | -              | -            |
| Methyl alcohol  | -              | -              | -              | -              | -            |
| Methyl isobutyl ketone                                  | -              | -              | -              | -              | -            |
| Methyl ethyl ketone                                     | 23.0           | 13.0           | 18.0           | 11.0           | 11.0         |
| Methylcyclohexane                                       | -              | -              | -              | -              | -            |
| Sulfuric acid   | -              | -              | -              | -              | -            |

# 74 CARBON FOOTPRINT

**The Landis+Gyr Group emitted 24,889 t of CO<sub>2</sub>e in 2019/20. This is 2,445 t CO<sub>2</sub>e or 8.9% less than in 2018/19. Compared to the first carbon footprint assessment in 2007, absolute emissions have reduced by 38%.**

Landis+Gyr records its carbon footprint and the data is verified by an external partner on a yearly basis. The targets for the Company to reduce CO<sub>2</sub> emissions have been set year-on-year since 2007, this strategy applies also throughout the current reporting cycle. Landis+Gyr uses the annual data captured in a global reporting system to compare year-on-year emissions and identify trends in relation to the emission performance of the Group.

The Carbon Footprint of Landis+Gyr is measured in accordance with the Greenhouse Gas Protocol (GHG) Corporate Accounting and Reporting Standard. The GHG Protocol categorizes emissions under three scopes as follows:

- **Scope 1: Direct emissions from sources that are owned or controlled by the company;**
- **Scope 2: Indirect emissions associated with the generation of purchased electricity and district heat consumed by the company;**
- **Scope 3: All other indirect emissions that occur from sources not owned nor controlled by the company. Landis+Gyr reports business air travel, which is part of Scope 3.**

The web-based SpheraCloud Corporate Sustainability software (former SoFi) is used for data capture, aggregation, and analysis. The software is well integrated in the Landis+Gyr Group and its sites worldwide.

For total emissions according to the GHG protocol, 2007 has been set as the base year for the Group. Due to several significant changes in the internal group organization since 2007, a total comparison of the emissions can be made only on Group level. Hence, only group level data for 2007 is disclosed.

- **Compared to the first carbon footprint assessment in 2007, absolute emissions have reduced by 38% from 40,426 to 24,889 t CO<sub>2</sub>e.**
- **Scope 1 emissions were reduced from 7,143 t CO<sub>2</sub>e in 2007 to 2,879 t CO<sub>2</sub>e 2019/20.**
- **Scope 2 emissions were reduced from 27,762 t CO<sub>2</sub>e in 2007 to 18,600 t CO<sub>2</sub>e 2019/20.**
- **Scope 3 emissions were reduced from 5,521 t CO<sub>2</sub>e in 2007 to 3,410 t CO<sub>2</sub>e in 2019/20.**

Over the years, scope 1 and scope 2 emissions were generally trending downwards with occasional peaks, while scope 3 emissions have been rising and falling around the same original level until 2016/17. Over the past three years, scope 3 emissions decreased significantly in total and year-on-year, showing a clear downwards trend.

## Footprint 2019/20 and comparison year-on-year

Scope 1 (direct emissions) amount to 2,879 t CO<sub>2</sub>e (11.6% of total). Scope 2 (indirect emissions) represent the largest component with 18,600 t CO<sub>2</sub>e (74.7% of total). Business air travel (Scope 3) contributes 3,410 t CO<sub>2</sub>e (13.7% of total), to the Group's carbon footprint.

Compared to 2018/19, overall emissions fell by 8.9% in 2019/20. Scope 1 emissions decreased by 10.7%, mainly due to a reduction in gasoline and diesel use in company vehicles, like for example the light fuel oil reduction to zero in the Corinth facility. Scope 2 emissions decreased by 4.3%, mainly due to a reduction in electricity consumption. Projects included the installation of sensors and time switches for electricity and airconditioning, implementation of LED lights, reduced heating in storage areas, the adaption of more efficient heating systems in all facilities wherever possible and in all cases of renovations and replacements of energy using elements. Scope 3 emissions decreased by 26.9%, mainly due to travel restrictions as well as increased use of virtual meeting technology and the effects of COVID-19 in the last quarter of 2019/20.

At a regional level, Landis+Gyr's operations in the Americas contribute the largest proportion to the Group's overall emissions at 12,172 t CO<sub>2</sub>e (or 49%), followed by EMEA at 7,770 t CO<sub>2</sub>e (31%), with the Asia-Pacific operations contributing 4,947 t CO<sub>2</sub>e (20%).

### Intensity Ratios

At a regional level, emissions per employee in Asia-Pacific fell by 23.3%, however increased in EMEA and the Americas by 2.3% and 1.3% respectively. In the APAC region, the number of employees increased by 13.2% while emissions simultaneously decreased by 12.6%, leading to this large reduction of emissions on a per employee basis. In EMEA and in the Americas region, overall emissions also decreased, however, this decrease was accompanied by a larger decrease in employee numbers leading to an increase of emissions on a per employee basis. Emissions per turnover decreased in all three regions in 2019/20, by 19.5% in Asia-Pacific, 5.5% in EMEA, and 2.2% in the Americas.

Compared to last year, emissions per product increased in APAC and decreased in the other two regions. The decrease of total emissions (–9.6%) led to an overall decrease of emissions on a per product basis.



*An important factor in the continuous reduction of energy consumption for Landis+Gyr is the training and awareness of its employees. One of the forerunners in terms of employee awareness is the Curitiba site, which regularly runs awareness campaigns.*





TABLE 7: GLOBAL ENERGY CONSUMPTION GROUP OVERVIEW

| Tons CO <sub>2</sub> e per Economic Intensity        | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|--|---------|---------|---------|---------|---------|
| kg CO <sub>2</sub> e per product                     | 1.5     | 1.1     | 1.0     | 1.2     | 1.1     |
| t CO <sub>2</sub> e per employee                     | 4.3     | 4.2     | 3.8     | 4.0     | 3.7     |
| t CO <sub>2</sub> e per 10 m <sup>2</sup> floor area | 1.4     | 1.4     | 1.3     | 1.3     | 1.2     |
| kg CO <sub>2</sub> e per USD 100 turnover            | 1.7     | 1.5     | 1.3     | 1.3     | 1.3     |

| Energy Consumption                          |     | L+G    | Americas | APAC  | EMEA  |
|---|-----|--------|----------|-------|-------|
| Electricity (national grid mix) – daytime   | MWh | 22,464 | 11,951   | 3,369 | 7,144 |
| Electricity (national grid mix) – nighttime | MWh | 179    | -        | -     | 179   |
| Electricity (renewable sources)             | MWh | 3,654  | -        | 171   | 3,483 |
| Electricity by on-site power generator      | MWh | 54     | -        | 54    | -     |
| Steam (district heating)                    | MWh | 2,174  | -        | -     | 2,174 |
| Heavy fuel oil                              | MWh | -      | -        | -     | -     |
| Light fuel oil                              | MWh | -      | -        | -     | -     |
| Gasoline: not for vehicle                   | MWh | -      | -        | -     | -     |
| Emergency power diesel                      | MWh | 110    | 22       | 78    | 10    |
| Town gas (natural gas)                      | MWh | 4,948  | 2,394    | 836   | 1,718 |
| LPG (50/50)                                 | MWh | -      | -        | -     | -     |
| LPG (70/30)                                 | MWh | -      | -        | -     | -     |

| Process Emission |    |       |   |   |       |
|------------------|----|-------|---|---|-------|
| CO <sub>2</sub>  | kg | -     | - | - | -     |
| CH <sub>4</sub>  | kg | 1,088 | - | - | 1,088 |
| N <sub>2</sub> O | kg | -     | - | - | -     |
| HFC              | kg | -     | - | - | -     |
| PFC              | kg | -     | - | - | -     |
| SF <sub>6</sub>  | kg | -     | - | - | -     |

| Business Travel (own fleet) |                |         |     |        |         |
|-----------------------------|----------------|---------|-----|--------|---------|
| Gasoline consumption        | m <sub>3</sub> | 493     | 406 | 3      | 84      |
| Diesel consumption          | m <sub>3</sub> | 182     | 15  | -      | 167     |
| CNG consumption             | m <sub>3</sub> | 1       | -   | -      | 1       |
| Alcohol consumption         | m <sub>3</sub> | -       | -   | -      | -       |
| Gasoline [< 1.4 l]          | km             | 67,653  | -   | 65,992 | 1,661   |
| Gasoline [1.4 – 2.0 l]      | km             | 68,066  | -   | 33,872 | 34,194  |
| Gasoline [> 2.0 l]          | km             | 46,984  | -   | -      | 46,984  |
| Diesel [1.4 – 2.0 l]        | km             | 381,034 | -   | 49,056 | 331,978 |
| Diesel [> 2.0 l]            | km             | 147,533 | -   | 27,360 | 120,173 |
| Truck Diesel [7.5 t]        | km             | -       | -   | -      | -       |

| Business Travel (other) |     |            |            |           |           |
|-------------------------|-----|------------|------------|-----------|-----------|
| Airplane (short haul)   | pkm | 749,223    | 233,702    | 171,684   | 343,837   |
| Airplane (long haul)    | pkm | 28,299,434 | 15'540'644 | 6,811,838 | 5,946,952 |

TABLE 8: TOTAL GROUP EMISSIONS BY SCOPE AND SOURCE [t CO<sub>2</sub>e]

|                                  | 2015/16       | 2016/17       | 2017/18       | 2018/19       | 2019/20       | Reduction     |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| <b>Scope 1</b>                   |               |               |               |               |               |               |
| Heavy fuel oil                   | –             | –             | –             | –             | –             |               |
| Light fuel oil                   | 19            | 27            | 30            | 2             | –             |               |
| Emergency power diesel           | 341           | 15            | 41            | 23            | 84            |               |
| Natural gas                      | 903           | 991           | 1,067         | 1,093         | 1,006         |               |
| LPG (50/50)                      | –             | –             | –             | –             | –             |               |
| LPG (70/30)                      | –             | –             | –             | –             | –             |               |
| Process emissions                | 41            | 99            | 100           | 105           | 27            |               |
| Gasoline consumption             | 1,325         | 1,160         | 1,248         | 1,214         | 1,159         |               |
| Diesel consumption               | 676           | 548           | 531           | 602           | 486           |               |
| Gasoline: Not for vehicle        | –             | –             | –             | –             | –             |               |
| Gasoline [< 1.4 l]               | 25            | 27            | 40            | 24            | 10            |               |
| Gasoline [1.4 – 2.0 l]           | 22            | 29            | 10            | 30            | 13            |               |
| Gasoline [> 2.0 l]               | 7             | 2             | 7             | 8             | 12            |               |
| Diesel [1.4 – 2.0 l]             | 130           | 135           | 84            | 75            | 54            |               |
| Diesel [> 2.0 l]                 | 26            | 59            | 58            | 48            | 29            |               |
| CNG [1.4 - 2.0 l]                | –             | –             | –             | –             | –             |               |
| CNG [< 1.4 l]                    | –             | –             | –             | –             | –             |               |
| Truck Diesel [7.5 t]             | –             | –             | –             | –             | –             |               |
| <b>Total [t CO<sub>2</sub>e]</b> | <b>3,516</b>  | <b>3,092</b>  | <b>3,215</b>  | <b>3,224</b>  | <b>2,879</b>  | <b>–10.7%</b> |
| <b>Scope 2</b>                   |               |               |               |               |               |               |
| Electricity                      | 21,636        | 21,098        | 18,635        | 18,810        | 17,972        |               |
| District heating                 | 833           | 718           | 697           | 635           | 628           |               |
| <b>Total [t CO<sub>2</sub>e]</b> | <b>22,470</b> | <b>21,816</b> | <b>19,333</b> | <b>19,445</b> | <b>18,600</b> | <b>–4.3%</b>  |
| <b>Scope 3</b>                   |               |               |               |               |               |               |
| Airplane (short haul)            | 952           | 749           | 616           | 308           | 148           |               |
| Airplane (long haul)             | 5,358         | 5,938         | 4,925         | 4,357         | 3,262         |               |
| <b>Total [t CO<sub>2</sub>e]</b> | <b>6,311</b>  | <b>6,686</b>  | <b>5,541</b>  | <b>4,665</b>  | <b>3,410</b>  | <b>–26.9%</b> |
| <b>By Source</b>                 |               |               |               |               |               |               |
| Electricity / District heating   | 22,470        | 21,816        | 19,333        | 19,445        | 18,600        |               |
| Fuels (diesel oil)               | 360           | 42            | 71            | 25            | 84            |               |
| Fuels (natural gas, LPG)         | 904           | 991           | 1,067         | 1,093         | 1,006         |               |
| Direct process emissions         | 41            | 99            | 100           | 105           | 27            |               |
| Road travel                      | 2,211         | 1,960         | 1,977         | 2,002         | 1,762         |               |
| Air travel                       | 6,311         | 6,686         | 5,541         | 4,665         | 3,410         |               |
| <b>Total [t CO<sub>2</sub>e]</b> | <b>32,296</b> | <b>31,594</b> | <b>28,088</b> | <b>27,334</b> | <b>24,889</b> | <b>–8.9%</b>  |



TABLE 9: CARBON FOOTPRINT BY REGION [t CO<sub>2</sub>e]

|                  | 2015/16       | 2016/17       | 2017/18       | 2018/19       | 2019/20       |
|------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Americas</b>  | <b>14,113</b> | <b>13,480</b> | <b>13,616</b> | <b>13,461</b> | <b>12,172</b> |
| Scope 1          | 1,714         | 1,458         | 1,628         | 1,712         | 1,497         |
| Scope 2          | 9,331         | 9,065         | 8,999         | 9,116         | 8,838         |
| Scope 3          | 3,068         | 2,957         | 2,989         | 2,633         | 1,837         |
| <b>APAC</b>      | <b>6,659</b>  | <b>6,439</b>  | <b>5,718</b>  | <b>5,660</b>  | <b>4,947</b>  |
| Scope 1          | 489           | 199           | 243           | 257           | 265           |
| Scope 2          | 4,746         | 4,403         | 4,214         | 4,275         | 3,863         |
| Scope 3          | 1,424         | 1,837         | 1,261         | 1,129         | 819           |
| <b>EMEA</b>      | <b>11,524</b> | <b>11,675</b> | <b>8,754</b>  | <b>8,213</b>  | <b>7,770</b>  |
| Scope 1          | 1,312         | 1,435         | 1,345         | 1,256         | 1,117         |
| Scope 2          | 8,394         | 8,348         | 6,119         | 6,054         | 5,899         |
| Scope 3          | 1,818         | 1,892         | 1,290         | 903           | 753           |
| <b>L+G Total</b> | <b>32,296</b> | <b>31,594</b> | <b>28,088</b> | <b>27,334</b> | <b>24,889</b> |

**Percentage at regional level**

|          |       |       |       |       |       |
|----------|-------|-------|-------|-------|-------|
| Americas | 43.7% | 42.6% | 48.5% | 49.2% | 48.9% |
| APAC     | 20.6% | 20.4% | 20.3% | 20.7% | 20.0% |
| EMEA     | 35.7% | 37.0% | 31.2% | 30.1% | 31.1% |

Due to rounding not all totals are equivalent to the sums in the tables.



# 7.5 EMPLOYEES

**Landis+Gyr values its employees as the most important resource for future success and supports the freedom of association.**

With the renewed and updated Code of Business Ethics and Conduct, Landis+Gyr emphasizes its pledge for equal opportunities, and the prevention of any form of discrimination and harassment has been enforced with the Code's implementations and training sessions. Furthermore, the Company has

conducted a global employee survey to identify areas where dedicated programs and activities might strengthen employee engagement. The survey had a high response rate of 88% and will be conducted every two years.

| Age Range (in years) | APAC         | EMEA <sup>1</sup> | Americas     | Group        |
|----------------------|--------------|-------------------|--------------|--------------|
| Under 20             | 1            | 9                 | 52           | 62           |
| 20-29                | 439          | 205               | 380          | 1,024        |
| 30-39                | 576          | 596               | 573          | 1,745        |
| 40-49                | 278          | 636               | 603          | 1,517        |
| 50-59                | 192          | 590               | 338          | 1,120        |
| 60-64                | 19           | 131               | 97           | 247          |
| 65+                  | 5            | 11                | 37           | 53           |
| <b>Total</b>         | <b>1,510</b> | <b>2,178</b>      | <b>2,080</b> | <b>5,768</b> |

## Gender Distribution

|              |              |              |              |              |
|--------------|--------------|--------------|--------------|--------------|
| Female       | 370          | 805          | 750          | 1,925        |
| Male         | 1,140        | 1,373        | 1,330        | 3,843        |
| <b>Total</b> | <b>1,510</b> | <b>2,178</b> | <b>2,080</b> | <b>5,768</b> |

## Length of Service (in years)

|              |              |              |              |              |
|--------------|--------------|--------------|--------------|--------------|
| 0-1          | 597          | 554          | 522          | 1,673        |
| 2-5          | 360          | 583          | 490          | 1,433        |
| 6-15         | 290          | 605          | 756          | 1,651        |
| 16-25        | 162          | 238          | 283          | 683          |
| 26+          | 101          | 198          | 29           | 328          |
| <b>Total</b> | <b>1,510</b> | <b>2,178</b> | <b>2,080</b> | <b>5,768</b> |

## Employees per Function

|                             | Total        |
|-----------------------------|--------------|
| Other                       | 900          |
| R&D                         | 1,414        |
| Sales & Customer Operations | 1,150        |
| SCM & Operations            | 2,304        |
| <b>Total</b>                | <b>5,768</b> |

| Employees by Employment Contract | Female | Male  | APAC  | EMEA* | Americas |
|----------------------------------|--------|-------|-------|-------|----------|
| Permanent                        | 1,711  | 3,712 | 1,430 | 1,930 | 2,063    |
| Temporary                        | 214    | 131   | 80    | 248   | 17       |

## Employees by Employment Type

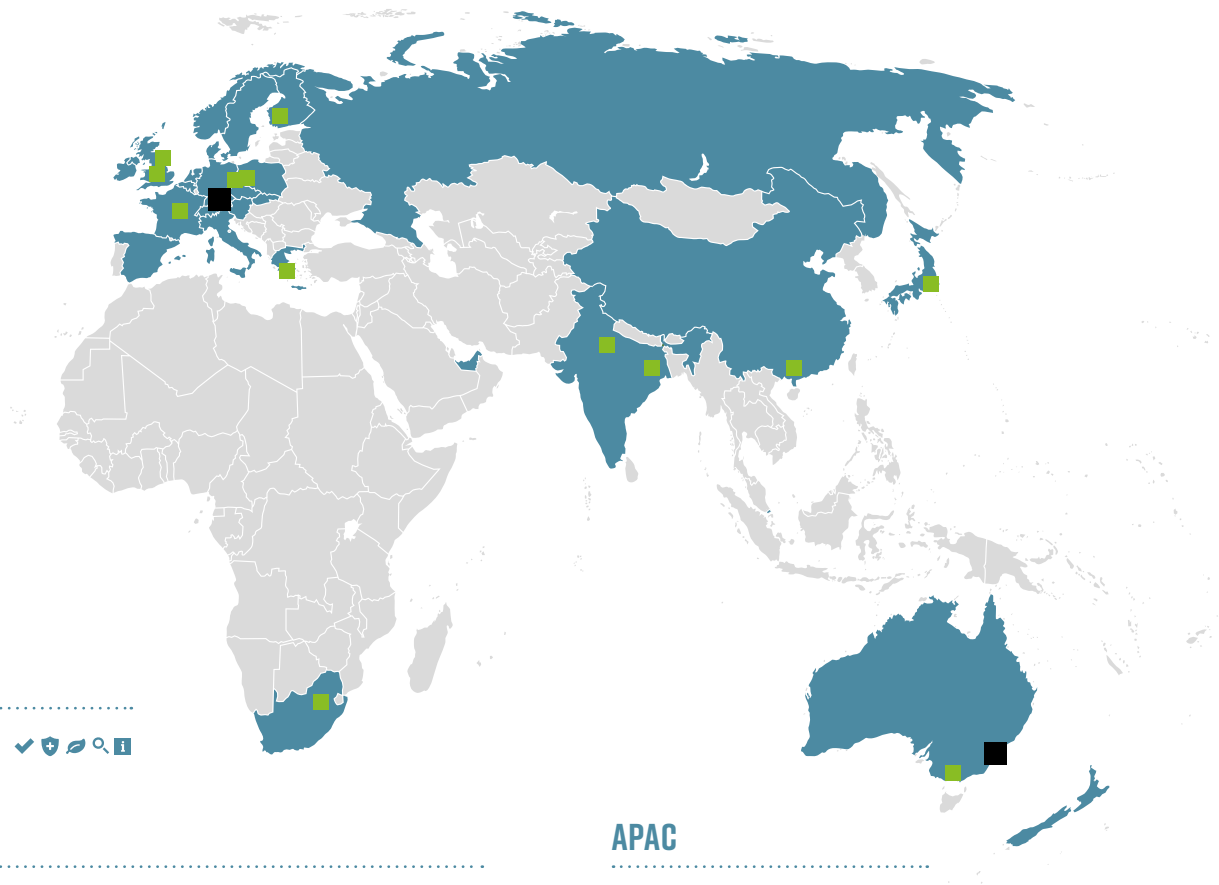
|           | Female | Male |
|-----------|--------|------|
| Full-Time | 1870   | 3798 |
| Part-Time | 55     | 45   |

## Diversity of Governance

|                            | Female | Male | % Female | % below age 50 |
|----------------------------|--------|------|----------|----------------|
| Board of Directors         | 1      | 7    | 13       | 0              |
| Group Executive Management | 1      | 3    | 25       | 0              |

\* including Headquarters

# 8 LANDIS+GYR WORLDWIDE



## GLOBAL HEADQUARTER

Zug (SUI)



## EMEA

### Regional HQ

Zug (SUI)



### R&D Centers

Gauteng (RSA)



Jyskä (FIN)



Manchester (GBR)



Montluçon (FRA)



Northfields (GBR)



Nuremberg (GER)



Prague (CZE)



Stockport (GBR)



Zug (SUI)



### Manufacturing

Corinth (GRE)



Gauteng (RSA)



Montluçon (FRA)



Nuremberg (GER)



### Sales Offices and Service Centers

Austria



Belgium



Czech Republic



Denmark



Finland



France



Germany



Italy



Netherlands



Poland



Slovakia



Slovenia



South Africa



Spain



Sweden



Switzerland



United Kingdom



## APAC

### Regional HQ

Sydney (AUS)



### R&D Centers

Noida (IND)



Sydney (AUS)



Tokyo (JAP)



### Manufacturing

Joka (IND)



Laverton (AUS)



Zhuhai (CHN)



### Sales Offices and Service Centers

Australia



China



Hong Kong



India



Japan



New Zealand



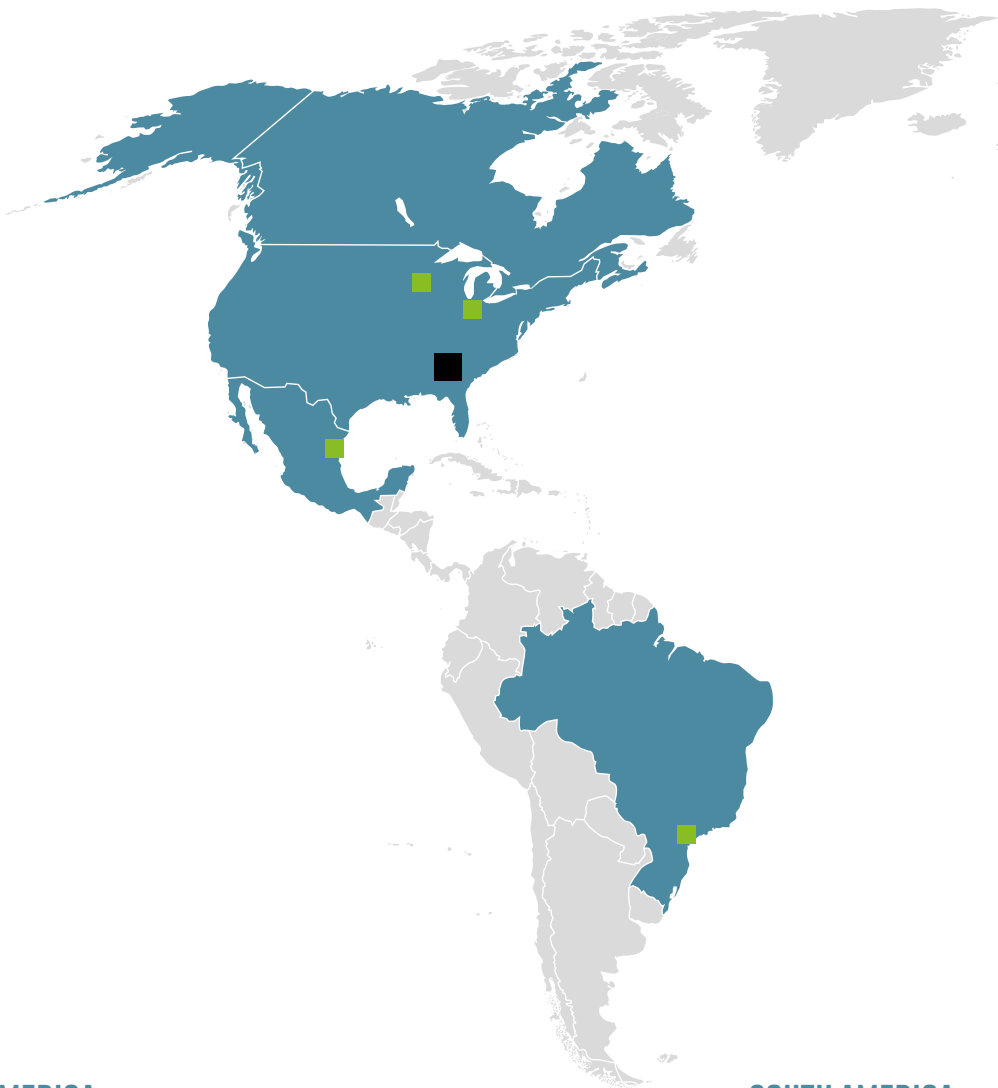
Singapore



■ Regional HQ  
■ Landis+Gyr Site

✓ ISO 9001 (Quality Management)  
✓ ISO 14001 (Environmental Management)  
✓ ISO 45001 (Occupational Health and Safety)

✓ ISO 22301 (Business Continuity)  
✓ ISO 17025 (Testing and Calibration Laboratories)  
✓ ISO 27001 (Information Security)



NORTH AMERICA

Regional HQ

Alpharetta (USA) ✓ + ♻️ »

R&D Centers

Alpharetta (USA) ✓ + ♻️ »

Roseville (USA) ✓ + ♻️ »

Lafayette (USA) ✓ + ♻️ »

Pequot Lakes (USA) ✓ + ♻️ »

Manufacturing

Reynosa (MEX) ✓ + ♻️ »

Sales Offices and Service Centers

Alpharetta (USA) ✓ + ♻️ »

Austin (USA) ✓ + ♻️ »

Bethlehem (USA) ✓ + ♻️ »

Indianapolis (USA) ✓ + ♻️ »

Jacksonville (USA) ✓ + ♻️ »

Kirkland (USA) ✓ + ♻️ »

Lenexa (USA) ✓ + ♻️ »

(Network Operation Center)

Orange (USA) ✓ + ♻️ »

Overland (USA) ✓ + ♻️ »

Phoenix (USA) ✓ + ♻️ »

Roseville (USA) ✓ + ♻️ »

Waukesha (USA) ✓ + ♻️ »

SOUTH AMERICA

R&D Centers

Curitiba (BRA) ✓ + ♻️ 🔍

Manufacturing

Curitiba (BRA) ✓ + ♻️ 🔍

Sales Offices and Service Centers

Curitiba (BRA) ✓ + ♻️ 🔍

Duque de Caxias (BRA)

■ Regional HQ  
■ Landis+Gyr Site

✓ ISO 9001 (Quality Management)  
♻️ ISO 14001 (Environmental Management)  
+ ISO 45001 (Occupational Health and Safety)

» ISO 22301 (Business Continuity)  
🔍 ISO 17025 (Testing and Calibration Laboratories)  
■ ISO 27001 (Information Security)




# 9 GRI INDEX

## GRI ref. Standard

## GRI Indicator

## Index

### GRI 102: General Disclosures 2016

2020 - GRI - Standards 

|       |  |  |
|-------|--|--|
| 102-1 | Name of the organization                   | Impressum & Contacts   |
| 102-2 | Activities, brands, products, and services | <a href="#">Chapter 2</a><br>Brands: Landis+Gyr; Gridstream; Gridstream Connect. Products: Devices (Electricity, Gas, and Heat and Cooling Meters (Pre- and Post-Pay); Communication modules (Wired and wireless), Data Loggers and Data Concentrators (including Volume Correctors), Handheld Terminals; Load Management Receivers (one way and two way), Street Light Controllers, Line Sensors and Thermostats; Gas Quality Analyzer Controller; Distributed Automation Devices and Systems; Meter Test Equipment; Software (Smart Metering Management, Analytics, Field Operation Manager, Network Monitor, Substation Platform, SCADA Center Enterprise Information System, Device Monitoring and Management apps, SAP Utility Adapter); Service (Solution Consulting, Cloud Service, Deployment and Project Delivery Services, Managed Services, Operational Support Services, Smart Grid Services, Support Service); Training. Landis+Gyr does not have banned products or services. A large portion of its products need approval for installation in the marketplace. |
| 102-3 | Location of headquarters                   | <a href="#">Impressum &amp; Contacts</a>   |
| 102-4 | Location of operations                     | 27 Countries with own offices or operations. Americas: <b>Brazil, Mexico, USA</b> , Canada*; Asia Pacific: <b>Australia, China &amp; Hong Kong, India</b> , Japan, Malaysia*, New Zealand, Singapore, Thailand*, Vietnam*; EMEA: Austria, Belgium, Czech Republic, Denmark, <b>Finland, France, Germany, Greece</b> , Italy, Netherlands, Poland, Romania*, Slovakia, Slovenia, <b>South Africa</b> , Spain, Sweden, <b>Switzerland, United Kingdom</b> . In the bold marked countries Landis+Gyr has significant operations. Additionally, in countries marked with a "*" Landis+Gyr is running major projects; see Annual Report for project overview.   |
| 102-5 | Ownership and legal form                   | <a href="#">Impressum &amp; Contacts</a>   |
| 102-6 | Markets served                             | <a href="#">Chapter 2</a>  |
| 102-7 | Scale of the organization                  | <ul style="list-style-type: none"> <li>• Total number of employees: 5,768</li> <li>• Total number of operations: Operations with more than 50 employees: 21 (Melbourne, Sydney, Zhuhai, Joka, Noida, Prague, Jyväskylä, Montluçon, Nurnberg, Corinth, Johannesburg, Zug, Northfields, Stockport, Reynosa, Alpharetta, Kirkland, Lafayette, Lenexa, Pequot Lakes, Curitiba)</li> <li>• Net sales (for private sector organizations) or net revenues (for public sector organizations): USD 1,699 million</li> <li>• Total capitalization (for private sector organizations) broken down in terms of debt and equity: Market capitalization on March 31, 2020 was USD 1.9 billion</li> <li>• Quantity of products or services provided: Close to 20 million devices</li> </ul> More information in the Annual Report and in <a href="#">Chapter 2</a> .  |
| 102-8 | Information on employees and other workers | Data is listed in <a href="#">Chapter 7.5</a> .<br>While Landis+Gyr uses temporary human resources in its activities as supplementary where necessary, it does not do so to the extent that a significant portion of the organization's activities are performed by workers who are not employees. The main data was compiled on the global HR platform. There are no significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c.   |
| 102-9 | Supply chain                               | The supply chain at Landis+Gyr includes manufacturing sites, procurement, logistic and quality functions. Landis+Gyr operates 10 major manufacturing sites across the globe and has outsourcing partnership with strategic suppliers in Eastern Europe and Southeast Asia. The four key pillars of Landis+Gyr's supply chain are (i) the mechanical parts, (ii) PCBAs with all electronics, (iii) assembly of the meter, and (iv) final integration with calibration, customization, sealing and packaging. It is important to highlight that Landis+Gyr produces high-precision measuring devices under mass production conditions and it has a modular and flexible supply chain which enables outsourcing at any stage of the production flow. For software and service products, Landis+Gyr relies mainly on internal resources (research & development team). More information in <a href="#">Chapter 6.3</a> .   |

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| 102-10 | Significant changes to the organization and its supply chain             | <p>Operations: No major changes in the business year, except production lines optimization.</p> <p>Changes in capital: From 2012 through the date of the initial public offering, the Company had a nominal share capital of CHF 295,100,000, divided into 295,100,000 fully paid-in registered shares with a nominal value of CHF 1.00 each. In connection with the initial public offering of the Company, the shareholders' meeting held on July 11, 2017 resolved to change the number and nominal value of shares such that since the date of the initial public offering on July 21, 2017 the nominal issued share capital of the Company is CHF 295,100,000, divided into 29,510,000 fully paid-in registered ordinary shares with a nominal value of CHF 10.00 each. As a consequence of its share buyback program, the Company resolved at the AGM 2019 to reduce its share capital by CHF 2,587,510 to CHF 292,512,490, divided into 29,251,249 fully paid-in registered ordinary shares with a nominal value of CHF 10.00 each.</p> <p>Landis+Gyr did not have any significant changes in supply chain in the last business year.</p> |
| 102-11 | Precautionary Principle or approach                                      | Landis+Gyr applied the precautionary approach. In addition to reviewing and approving the Group's comprehensive annual risk assessment process, the Board and its committees are updated regularly by members of the Group Executive Management and Extended Executive Management on all key risks facing the Group, such as quality issues, the progress of major customer projects, the progress of R+D projects and other risk areas as they are identified.  |
| 102-12 | External initiatives   | UN Global Compact; Global Reporting Initiative (GRI); IEEE International; ECS Ethics and Compliance, Switzerland   |
| 102-13 | Membership of associations   | UCA International User Group; ZigBee Alliance; Thread Group; ETSI (The European Telecommunications Standards Institute); Eurelectric; ESMIG; DLMS; Metering standard associations in several countries; Swissmem; IG exact; Electrosuisse; Verband Schweizerischer Elektrizitätsunternehmen (VSE); swissmig; Several Chambers of Commerce  |
| 102-14 | Statement from senior decision-maker                                     | <a href="#">Chapter 1</a>  |
| 102-16 | Values, principles, standards, and norms of behavior                     | <a href="#">Chapter 6</a> introduction text  |
| 102-18 | Governance structure   | General Assembly, Board and Committees of the Board (Audit and Finance Committee, Remuneration Committee), Executive Management are fully described in the Corporate Governance Report<br><a href="http://www.landisgyr.com/about/executive-management-and-board/">www.landisgyr.com/about/executive-management-and-board/</a>   |
| 102-22 | Composition of the highest governance body and its committees            | Annual Report Chapter Governance Report 2019:<br><a href="http://www.investors.landisgyr.com/annual-report/2019/en/#start">www.investors.landisgyr.com/annual-report/2019/en/#start</a>  |
| 102-23 | Chair of the highest governance body                                     | Annual Report Chapter Governance Report 2019:<br><a href="http://www.investors.landisgyr.com/annual-report/2019/en/#start">www.investors.landisgyr.com/annual-report/2019/en/#start</a>  |
| 102-26 | Role of highest governance body in setting purpose, values, and strategy | Annual Report Chapter Governance Report 2019:<br><a href="http://www.investors.landisgyr.com/annual-report/2019/en/#start">www.investors.landisgyr.com/annual-report/2019/en/#start</a>  |
| 102-40 | List of stakeholder groups   | <a href="#">Chapter 3</a>  |
| 102-41 | Collective bargaining agreements   | 44% of the Landis+Gyr employees are covered by a collective bargaining agreement. The number of employees covered by collective bargaining agreement is reported by the HR responsible of each country.  |
| 102-42 | Identifying and selecting stakeholders                                   | <a href="#">Chapter 3</a>  |
| 102-43 | Approach to stakeholder engagement                                       | <a href="#">Chapter 3</a> and <a href="#">4</a>  |
| 102-44 | Key topics and concerns raised through stakeholder engagement            | Topic raised: <a href="#">Chapter 5</a> ; Responding on raised topics: <a href="#">Chapter 4</a> & <a href="#">6.1–6.9</a>   |
| 102-45 | Entities included in the consolidated financial statements               | <p>The list of significant legal entities is included in the Governance report under 1.1.3.</p> <p>There is no entity included in the organization's consolidated financial statements or equivalent documents that is not covered by the report.<br/><a href="http://www.landisgyr.com/investors/publication-downloads/">www.landisgyr.com/investors/publication-downloads/</a></p>   |
| 102-46 | Defining report content and topic boundaries                             | <p><a href="#">Chapters 4, 5</a> and <a href="#">6.1–6.9</a></p> <p>The creation of the report was based on principles of relevance (materiality), stakeholder inclusivity, sustainability context and completeness of the information.</p> <p>With regard to the quality of the information reported, the principles of balance, comparability, accuracy, timeliness, clarity and reliability have been observed.</p>   |

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| 102-47 | List of material topics                                  | <p>Landis+Gyr used the GRI Materiality Principle to define the material topics. The analysis was performed as follows:</p> <ul style="list-style-type: none"> <li>• Identification of relevant economic, social, environmental, and governance issues with stakeholder involvement</li> <li>• Evaluation and ranking of the level of stakeholder concern regarding each issue (internal and external Materiality Workshop)</li> <li>• Evaluation and ranking of the potential impact on the company of each issue</li> <li>• Defined set of ambitions and action areas for relevant topics</li> <li>• Representation of the issues and their prioritization in the materiality matrix, along the axes of Relevance to Stakeholders and Relevance to Landis+Gyr</li> <li>• Definition of a set of ambitions and action areas for each of the relevant topics</li> <li>• Elaboration of a roadmap and actions, deliverables, Key Performance Indices, budgets and responsibilities</li> </ul> <p>See <a href="#">Chapter 5</a> for material topics.</p> |
| 102-48 | Restatements of information                              | No restatements in respect of former report. In respect to the Annual Report corrections for Waste and Water were made. Explanations to be found in <a href="#">Chapters 7.2</a> and <a href="#">7.1</a> .  |
| 102-49 | Changes in reporting                                     | <p>This is the first report following the GRI standards.</p> <p>Landis+Gyr previously published its first environmental impact report in 2011 and the first full sustainability report in 2017.</p>   |
| 102-50 | Reporting period   | 01.04.19–31.03.20, throughout the report referred to as FY 2019/20 or 2019/20   |
| 102-51 | Date of most recent report                               | This is the first report following the GRI Standards, Landis+Gyr has been publishing its annual Sustainability Reports yearly at the end of October since 2017.   |
| 102-52 | Reporting cycle  | Landis+Gyr will report annually, on the reporting period beginning of April to end of March. This is the first report of the three-year cycle from 2019/20 to 2021/22.  |
| 102-53 | Contact point for questions regarding the report         | <a href="#">Impressum &amp; Contacts</a>  |
| 102-54 | Claims of reporting in accordance with the GRI Standards | This report has been prepared in accordance with the GRI Standards: Core option.  |
| 102-55 | GRI content index  | <a href="#">Pages 66–74</a>   |
| 102-56 | External assurance                                       | The report has not been externally assured. However, aspects of the report have been audited as part of the ISO 9001, ISO 14001, ISO 18001 (45001) and ISO 25000 audits. Furthermore, the GHG data has undergone an external review by Sphera and energy audits have been performed on the most important production sites in Corinth and Reynosa. The process has been attended and supported by BHP Consulting, Zürich, a CSR consulting specialist. Furthermore, this report has been audited by our internal audit.   |

### GRI 103: Management Approach 2016

|       |   |   |
|-------|---|---|
| 103-1 | Explanation of the material topics and their boundary | <p>The nine material topics with their boundaries, management approaches and evaluation, including the dimension of impact involvement and place, are discussed in <a href="#">Chapters 6.1–6.9</a>.</p> <p>The materiality analysis and reasoning for choosing the nine material topics is described in <a href="#">Chapter 5</a>.</p>   |
| 103-2 | The management approaches and their components        | The management approaches and their components are described in the <a href="#">Chapters 6.1–6.9</a> . Fundamental values and processes that apply to all material topics are described in <a href="#">Chapter 6</a> in the introduction. The general CSR approach at Landis+Gyr including processes and responsibilities is described in <a href="#">Chapter 4</a> .                                   |
| 103-3 | Evaluation of the management approach                 | Effectiveness of the management approach is described in <a href="#">Chapters 6.1–6.9</a> , discussing the different material topics and also as part of the role of the steering committee, which oversees the full initiative and is described in <a href="#">Chapter 4</a> . The effectiveness of the management approach and the status of the different activities is assessed in the CSR steerco. |



**GRI 205: Anti-Corruption 2016**

Material Topic: Business Integrity

|       |  |                             |
|-------|--|-----------------------------|
| 205-2 | Communication and training about anti-corruption policies and procedures | <a href="#">Chapter 6.9</a> |
|-------|--|-----------------------------|

**GRI 301: Materials 2016**

Material Topic: Resource Efficiency

|         |  |   |
|---------|--|---|
| 301-1 a | Total weight or volume of materials that is used to produce and package the organization's primary products and services during the reporting period, by non-renewable materials used and renewable materials used | <ul style="list-style-type: none"> <li>• Plastics: 8,977,800 kg</li> <li>• Metals: 6,220,227 kg</li> <li>• Printed Circuit Boards and electromechanical parts: 3,799,507 kg</li> <li>• Renewable material used (cardboard and wood for packaging): 4,076,627 Kg</li> </ul> <p>Data source: Procurement data; PCBA and electromechanical data is estimated to be 20% of total non-renewable weight. Renewable packing from supplier is calculated to be 10% of total non-renewable weight. Renewable packaging to customers is as purchased. APAC data missing (outbound cardboard).</p> |
|---------|--|---|

**GRI 302: Energy 2016**

Material Topic: Energy Efficiency

|         |  |   |
|---------|--|---|
| 302-1 a | Energy consumption within the organization: Total fuel consumption within the organization from non-renewable sources  | Landis+Gyr Group consumed 396,208.26 MJ in diesel and 17,811,607.57 MJ in town gas during the reporting period.   |
| 302-1 b | Energy consumption within the organization: Total fuel consumption within the organization from renewable sources  | None  |
| 302-1 c | Energy consumption within the organization: electricity consumption  | The total electricity consumption in the national grid mix was 22,643 MWh; 3,654 MWh consumption fully based on renewable sources; on-site production amounted to 54 MWh; total 26,351 MWh. A split of electricity consumption for heating and cooling is not available with the current data.<br>District heating (steam): 2,174 KWh |
| 302-1 d | Energy consumption within the organization: electricity sold   | None  |
| 302-1 e | Energy consumption within the organization: Total energy consumption within the organization in MJ   | 120,701,654.69 MJ (electricity, diesel, town gas)   |
| 302-1 f | Standards, methodologies, assumptions, and/or calculation tools used   | GHG Protocol Corporate Accounting and Reporting Standard; and Reporting tool: web based SpheraCloud Corporate Sustainability software (formerly SoFi)   |
| 302-1 g | ELCD embedded in SoFi by Sphera  | Scope 1 emission factors: IPCC (2007), ELCD (2007);<br>Scope 2 emission factors: GaBi 4 Database (2006), IPCC (2007)  |
| 302-3 a | Energy intensity: Energy intensity ratio for the organization (kj per 100 USD TO)  | The total energy intensity ratio for the organization was 7,104.28 (kj per 100 USD TO).   |
| 302-3 b | Energy intensity: Organization-specific metric (the denominator) chosen to calculate the ratio   | This number is calculated in KJ per 100 USD turnover (total TO = 1,699 mUSD).   |
| 302-3 c | Energy intensity: Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all  | All; relevant are: Electricity, fuel, heating, steam  |
| 302-3 d | Energy intensity: Whether the ratio uses energy consumption within the organization, outside of it, or both  | Based on Scope 1 and 2 (Inside the organization)  |
| 302-4 a | Reduction of energy consumption: Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples | 7,595,314.78 MJ, see <a href="#">Chapter 7.4</a> for a list of measures.  |
| 302-4 b | Reduction of energy consumption: Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all                                    | All; as included in the calculation of Scope 1 and 2 (electricity, fuels, heating, steam)   |
| 302-4 c | Reduction of energy consumption: Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it            | Calculation of reduction is year-on-year, the main reason for choosing this approach is consistency over time   |
| 302-4 d | Reduction of energy consumption: Standards, methodologies, assumptions, and/or calculation tools used  | GHG Protocol Corporate Accounting and Reporting Standard<br>Reporting tool: web based SpheraCloud Corporate Sustainability software (formerly SoFi) and reduction measure action item excel template  |

**GRI 305: Emissions 2016**

|         |   |   |
|---------|---|---|
| 305-1 a | Direct (Scope 1) GHG emissions: Gross direct (Scope 1) GHG emissions in metric tons of CO <sub>2</sub> equivalent   | <a href="#">Chapter 7.4</a>   |
| 305-1 b | Direct (Scope 1) GHG emissions: Gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all                             | All (relevant: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O)  |
| 305-1 c | Direct (Scope 1) GHG emissions: Biogenic CO <sub>2</sub> emissions in metric tons of CO <sub>2</sub> equivalent   | None  |
| 305-1 d | Direct (Scope 1) GHG emissions: Base year for the calculation   | <a href="#">Chapter 7.4</a>   |
| 305-1 e | Direct (Scope 1) GHG emissions: Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source  | IPCC (2007), ELCD (2007); and GWP rates:<br>CO <sub>2</sub> = 1;<br>CH <sub>4</sub> = 25;<br>N <sub>2</sub> O = 298;<br>HFCs = 124-14,800;<br>SF <sub>6</sub> = 22,800;<br>PFCs = 7,390-12,200        |
| 305-1 f | Direct (Scope 1) GHG emissions: Consolidation approach for emissions; whether equity share, financial control, or operational control   | Operational control   |
| 305-1 g | Direct (Scope 1) GHG emissions: Standards, methodologies, assumptions, and/or calculation tools used  | GHG Protocol Corporate Accounting and Reporting Standard; and Reporting tool: web based SpheraCloud Corporate Sustainability software (formerly SoFi)   |
| 305-2 a | Energy indirect (Scope 2) GHG emissions: Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO <sub>2</sub> equivalent  | 18,600 metric tons  |
| 305-2 b | Energy indirect (Scope 2) GHG emissions: If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO <sub>2</sub> equivalent   | The calculation is location-based where no market contract exists and market-based where such a contract exists   |
| 305-2 c | Energy indirect (Scope 2) GHG emissions: If available, the gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all. | All (relevant: CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O)  |
| 305-2 d | Energy indirect (Scope 2) GHG emissions: Base year for the calculation  | <a href="#">Chapter 7.4</a>   |
| 305-2 e | Energy indirect (Scope 2) GHG emissions: Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source   | GaBi 4 Database (2006), IPCC (2007); GWP rates:<br>CO <sub>2</sub> = 1;<br>CH <sub>4</sub> = 25;<br>N <sub>2</sub> O = 298;<br>HFCs = 124-14,800;<br>SF <sub>6</sub> = 22,800;<br>PFCs = 7,390-12,200 |
| 305-2 f | Energy indirect (Scope 2) GHG emissions: Consolidation approach for emissions; whether equity share, financial control, or operational control  | Operational control   |
| 305-2 g | Energy indirect (Scope 2) GHG emissions: Standards, methodologies, assumptions, and/or calculation tools used   | GHG Protocol Corporate Accounting and Reporting Standard; and Reporting tool: web based SpheraCloud Corporate Sustainability software (formerly SoFi)   |
| 305-3 a | Other indirect (Scope 3) GHG emissions: Gross other indirect (Scope 3) GHG emissions in metric tons of CO <sub>2</sub> equivalent   | 3,410 metric tons   |
| 305-3 b | Other indirect (Scope 3) GHG emissions: If available, the gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all   | Not available   |
| 305-3 c | Other indirect (Scope 3) GHG emissions: Biogenic CO <sub>2</sub> emissions in metric tons of CO <sub>2</sub> equivalent   | None  |
| 305-3 d | Other indirect (Scope 3) GHG emissions: Other indirect (Scope 3) GHG emissions categories and activities included in the calculation  | Business flights  |

|         |   |   |
|---------|---|---|
| 305-3 e | Other indirect (Scope 3) GHG emissions: Base year for the calculation   | <a href="#">Chapter 7.4</a>   |
| 305-3 f | Other indirect (Scope 3) GHG emissions: Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source                          | GHG Protocol Corporate Accounting and Reporting Standard; and Reporting tool: web based SpheraCloud Corporate Sustainability software (former SoFi)                                   |
| 305-3 g | Other indirect (Scope 3) GHG emissions: Standards, methodologies, assumptions, and/or calculation tools used  | GHG Protocol Corporate Accounting and Reporting Standard; and Reporting tool: web based SpheraCloud Corporate Sustainability software (former SoFi)                                   |
| 305-4 a | GHG emissions intensity ratio for the organization  | 1.3 kg CO <sub>2</sub> e per 100 USD turnover   |
| 305-4 b | GHG emissions intensity: Organization-specific metric (the denominator) chosen to calculate the ratio   | Revenue (turnover)  |
| 305-4 c | GHG emissions intensity: Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).              | Scope 1 and 2   |
| 305-4 d | GHG emissions intensity: Gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all    | All (relevant CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O)   |
| 305-5 a | Reduction of GHG emissions: GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO <sub>2</sub> equivalent.  | <a href="#">Chapter 7.4</a>   |
| 305-5 b | Reduction of GHG emissions: Gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all | All (relevant CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O)   |
| 305-5 c | Reduction of GHG emissions: Base year or baseline, including the rationale for choosing it  | Reduction of GHG emission is calculated in comparison to the previous year (year-on-year), influenced by the measures taken as described in <a href="#">Chapters 7.4, 6.1 and 6.2</a> |
| 305-5 d | Reduction of GHG emissions: Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3).                            | <a href="#">Chapter 7.4</a>   |
| 305-5 e | Reduction of GHG emissions: Standards, methodologies, assumptions, and/or calculation tools used  | GHG Protocol Corporate Accounting and Reporting Standard; and Reporting tool: web based SpheraCloud Corporate Sustainability software (former SoFi)                                   |
| 305-7 a | Significant air emissions: in kilograms or multiples  | Methane (CH <sub>4</sub> ): 1.15 t<br>N <sub>2</sub> O: 0.05 t<br>No other emissions occurred.  |
| 305-7 b | Significant air emissions: Source of the emission factors used  | GWP CH <sub>4</sub> = 25  |
| 305-7 c | Significant air emissions: Standards, methodologies, assumptions, and/or calculation tools used   | GHG Protocol Corporate Accounting and Reporting Standard; and Reporting tool: web based SpheraCloud Corporate Sustainability software (former SoFi)                                   |

### GRI 306: Effluents and Waste 2016

|         |  |   |
|---------|--|---|
| 306-1 a | Water discharge by quality and destination   | <a href="#">Chapter 7.1</a><br>Omissions: With Alpharetta and Kansas City, two mid-size sites currently cannot provide water information and are not included in the notes because the landlord does not provide water consumption details. Some of the smaller sites do not report water because it is included in tenant fees and are thus not included in the total. The water consumption of the smaller sites that are not included does not have a material impact on overall consumption and is estimated as lower than 1% of the total. |
| 306-1 b | Water discharge by quality and destination: Standards, methodologies, and assumptions used | <a href="#">Chapter 7.1</a>   |
| 306-2 a | Waste by type and disposal method: Total weight of hazardous waste and disposal methods    | Total hazardous waste generated: 96,387 kg<br>The quantity is either reused in the production process e.g. for coating (Melbourne: approx. 69,400 kg), recycled (Curitiba, Stockport, Nürnberg, Lafayette: approx. 24,200 kg) or incinerated (Reynosa: approx. 2,800 kg).   |



|         |   |   |
|---------|---|---|
| 306-2 b | Waste by type and disposal method: Total weight of non-hazardous waste and disposal methods | <p>Visit <a href="#">Chapter 7.2</a> for more information on topics such as disposal- or reuse methods.</p> <ul style="list-style-type: none"> <li>• Total paper (recycled) generated: 1,289,101 kg</li> <li>• Total wood scrap generated: 629,963 kg</li> <li>• Total general waste generated: 549,468 kg</li> <li>• Total metal scrap generated: 690,853 kg</li> <li>• Total plastic waste generated: 535,913 kg</li> <li>• Total electrical and electronic waste generated: 104,535 kg</li> <li>• Total debris generated: 300 kg</li> <li>• Total food leftover generated: 115,637 kg</li> <li>• Total sludge generated: 52,108 kg</li> <li>• Total other waste generated: 7,290 kg</li> <li>• Total glass and ceramic waste generated: 6,727 kg</li> <li>• Total oil waste generated: 8,370 kg</li> <li>• Total textile waste generated: 1,599 kg</li> <li>• Total rubber waste generated: 2,851 kg</li> <li>• Total medical waste generated: 65 kg</li> </ul> <p>Further insight: Some of the mid- and smaller size sites do not have waste statements available and therefore use estimates for their waste assessment.</p> |
| 306-2 c | Waste by type and disposal method   | Most sites have a waste contractor who provides the information in a waste report. However, some sites measure their waste directly, some mid-size and smaller size sites use estimates.  |

### GRI 308: Supplier Environmental Assessment 2016

#### Material Topic: Strategic Responsible Sourcing

|         |  |  |
|---------|--|--|
| 308-1 a | New suppliers that were screened using environmental criteria  | <p>Whereas more than 100 suppliers representing more than 80% of the sourcing volume of Landis+Gyr have signed the 2009 version of the Code of Conduct, the roll-out of the updated Code started in FY 2020. See more information in <a href="#">Chapter 6.3</a>.</p> <p>Omission: Data about suppliers being screened based on environmental criteria is not available yet and shall be made available during this CSR cycle.</p>   |
| 308-2 a | Number of suppliers assessed for environmental impacts   | <p>Whereas more than 100 suppliers representing more than 80% of the sourcing volume of Landis+Gyr have signed the 2009 Version of the Code of Conduct, the roll-out of the updated Code has started in FY 2020. See more information in <a href="#">Chapter 6.3</a>.</p> <p>Omission: Data about suppliers being screened based on environmental criteria is not available yet. Landis+Gyr is working on the issue during the current CSR cycle to make the data available.</p> |
| 308-2 b | Number of suppliers identified as having significant actual and potential negative environmental impacts   | Landis+Gyr does not have suppliers with significant actual and potential negative environmental impacts.   |
| 308-2 c | Significant actual and potential negative environmental impacts identified in the supply chain   | No significant actual and potential negative impacts have been identified in the supply chain.   |
| 308-2 d | Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment          | 0%   |
| 308-2 e | Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why | 0%   |

### GRI 403: Occupational Health and Safety 2018

#### Material Topic: Occupational Health and Safety (OHS)

|         |   |                             |
|---------|---|-----------------------------|
| 403-1 a | Implementation of the OHS System  | <a href="#">Chapter 6.5</a> |
| 403-1 b | Scope of the OHS System   | <a href="#">Chapter 6.5</a> |
| 403-8 a | Occupational health and safety management system: Workers covered by an occupational health and safety management system  | <a href="#">Chapter 6.5</a> |
| 403-8 b | Occupational health and safety management system: Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded | None                        |

|         |  |   |
|---------|--|---|
| 403-8 c | Occupational health and safety management system: Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used | None necessary  |
| 403-9 a | Work-related injuries: For all employees   | <a href="#">Chapter 6.5</a>   |
| 403-9 b | Work-related injuries: For all workers who are not employees but whose work and/or workplace is controlled by the organization   | No differentiation; indications are included under 403-9 a.   |
| 403-9 c | Work-related injuries: Work-related hazards that pose a risk of high-consequence injury  | <a href="#">Chapter 6.5</a>   |
| 403-9 d | Work-related injuries: Actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls  | Near misses system introduced, see also <a href="#">Chapter 6.5</a> .   |
| 403-9 e | Work-related injuries: Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked   | The rates are based on 1,000,000 hours worked.  |
| 403-9 f | Work-related injuries: Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded   | No workers have been excluded from this disclosure.   |
| 403-9 g | Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used   | Procedures and training material is made available to all sites ensuring standardized reporting. Global OHS guideline on lost time incidents and medical treatment incidents are in place. Near misses are captured as per lately. See also <a href="#">Chapter 6.5</a> . |

**GRI 404: Training and Education 2016**

Material Topic: Employee Motivation

|         |  |   |
|---------|--|---|
| 404-1 a | Training and Education: Average hours of training per year per employee  | <a href="#">Chapter 6.4</a><br>A split on gender or category is not available at this time (omission). The reporting system will be enhanced to enable required reporting within the CSR cycle. |
| 404-2 a | Training and Education: Programs for upgrading employee skills and transition assistance programs  | <a href="#">Chapter 6.4</a>   |
| 404-2 b | Training and Education: Transition assistance programs provided to facilitate continued employability and the management of career endings         | Transition programs are provided as part of some social plans or they may also form part of bespoke individual agreements but always in consideration of local employment conditions.           |
| 404-3 a | Training and Education: Percentage of total employees who received a regular performance and career development review during the reporting period | Female 48%, male 76%; full-time 66%, part-time 51%  |

**GRI 405: Diversity and Equal Opportunity 2016**

Material Topic: Fair Labor Practices

|         |   |                             |
|---------|---|-----------------------------|
| 405-1 a | Diversity and Equal Opportunity: Diversity of governance bodies | <a href="#">Chapter 7.5</a> |
| 405-1 b | Diversity and Equal Opportunity: Diversity of employees         | <a href="#">Chapter 7.5</a> |

**GRI 408: Child Labor 2016**

|         |   |  |
|---------|---|--|
| 408-1 a | Operations and suppliers considered to have significant risk for incidents of child labor and young workers exposed to hazardous work | The Code of Conduct and Supplier Code of Conduct have been updated, enhancing also the avoidance of child labor and exposure of all workers to hazardous work. Suppliers are requested to confirm their compliance with the Supplier Code of Conduct by signature. The implementation of the code is assessed in audits.<br><br>Results of the assessment is not available yet (omission). The monitoring of child labor and young worker exposure is being added to the audit list and will be reported within the CSR cycle. |
| 408-1 b | Operations and suppliers considered to have significant risk for incidents of child labor   | Not available for the reporting term (omission). The specific risk of exposure to child labor has been added to the risk monitoring system.  |
| 408-1 c | Measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor           | Code of Conduct and Supplier Code of Conduct have been updated (enhancing also the statement forbidding forced or compulsory labor as well as child labor), distributed and trained (CoC).<br><a href="http://www.apps.sp.landisgyr.net/sites/GDMS/Documents/10-04-04-02-GL-1022.pdf">www.apps.sp.landisgyr.net/sites/GDMS/Documents/10-04-04-02-GL-1022.pdf</a>   |

**GRI 413: Local Communities 2016**

Material Topic: Community Engagement

|         |   |   |
|---------|---|---|
| 413-1 a | Local Communities: Operations with local community engagement, impact assessments, and development programs | See <a href="#">Chapter 6.7</a> for the management approach. Group-wide aggregated data is not available yet (omission), but a global data aggregation project is in progress in FY 2020/21. The disclosures for the GRI 413 Standard are an integral part of the data aggregation process. For FY 2019/20 a non-exhaustive list of projects with social impact include: Support for local schools – Mexico / Cycling for a Good Cause – several sites in the UK, Greece, Switzerland, Finland / women's empowerment (invincible women) project – India. For FY 2019/20 a non-exhaustive list of projects with environmental impact includes: Bushfire Donation – Australia and Zero Landfill project – Curitiba (see page 25–33 in the Annual Report). On top of that, Landis+Gyr has a positive impact on local communities by enabling consumers and utilities to manage energy better. The company enabled communities to save 8 million tons CO <sub>2</sub> emissions in FY 2019/20. Local community consultation committees are in place in Emerging Economies where Landis+Gyr is active (India, Mexico, South Africa). The Speak Up process described in <a href="#">Chapter 6</a> or direct contact to local management is available for local communities. |
|---------|---|---|

**GRI 418: Customer Privacy 2016**

Material Topic: Data Security and Privacy

|         |   |                             |
|---------|---|-----------------------------|
| 418-1 a | Total number of substantiated complaints received concerning breaches of customer privacy                             | <a href="#">Chapter 6.8</a> |
| 418-1 b | Customer Privacy: Total number of identified leaks, thefts, or losses of customer data                                | <a href="#">Chapter 6.8</a> |
| 418-1 c | Customer Privacy: If the organization has not identified any substantiated complaints, a brief statement of this fact | <a href="#">Chapter 6.8</a> |





## IMPRESSUM

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**Concept and Text:**  
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### Contacts:

**Landis+Gyr AG**  
Theilerstrasse 1  
6301 Zug, Switzerland  
Phone: +41 41 935 6000

**New address  
as of December 1st, 2020**  
Landis+Gyr AG  
Alte Steinhäuserstrasse 18  
6330 Cham, Switzerland

**Eva Borowski**  
Senior Vice President Investor Relations  
& Corporate Communications  
Phone: +41 41 935 63 96  
[eva.borowski@landisgyr.com](mailto:eva.borowski@landisgyr.com)