

# Bystronic Sustainability Report 2021



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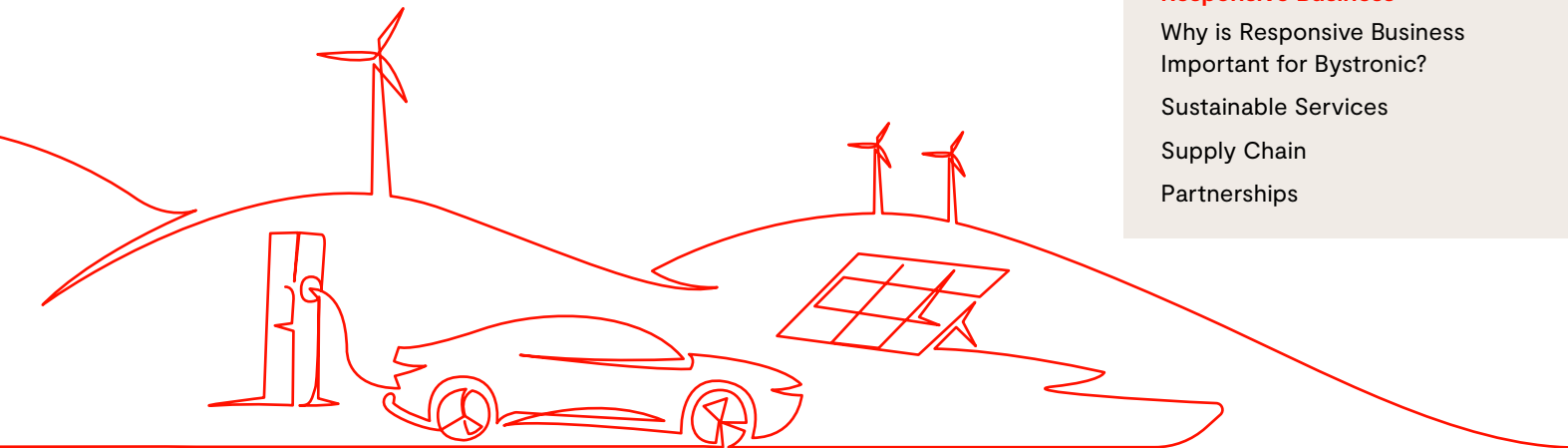
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Pages marked with this icon contain interactive elements.



# Introduction

Bystronic has integrated its purpose and ESG into its Strategy 2025. At Bystronic, our purpose includes our commitment towards creating an impact for a sustainable future with sheet metal and beyond. We want to advance the sustainability and future viability of sheet metal as a material, our customers' business, and our industry. This is Bystronic's very first Sustainability Report, laying the foundations upon which we will continuously expand our insight into our industry's impact on the environment. Next year, for example, we will define specific KPIs and targets that will enable us to track and improve our sustainability efforts.

# Message from our CEO

Dear reader,

**It gives me great pleasure to present you our very first Sustainability Report. Following the successful transformation of Conzzeta, we embarked on our journey as a stand-alone company listed on the Swiss Stock Exchange in early 2021.**

From the outset, our focus has been to create sustainability at the roots of our company and to integrate ESG into our Strategy 2025. Our focus is to generate the greatest impact for our company, our customers, and the environment. Hence, we developed our material topics in alignment with the United Nations Sustainable Development Goals (SDGs).

Bystronic is actively driving change across our entire organization and industry. With our legacy in innovation, we are passionate about creating a sustainable future with sheet metal and beyond. We are accelerating our efforts to advance low-carbon technologies based on the understanding that this will not only benefit us and our customers, but also achieve a positive impact on society at large. We see sustainability as a collaborative effort to advance our industry towards zero carbon emissions in order to

adhere to the commitments made under the Paris Agreement and the Greenhouse Gas Protocol. We are working diligently to improve sustainability by applying innovative ideas from both inside and outside our company. Our partnerships with progressive startups helps us stay ahead of the curve, and we are confident that these strategies will bring us closer to achieving our sustainability goals.

At Bystronic, we are accelerating our efforts to improve energy- and resource efficiency as key drivers to mitigate rising energy prices. One approach we are taking is to use less energy-intensive materials for our own production in order to become more circular; another is to engineer solutions that offer even longer service lives and require less energy to operate.

Our employees around the globe are at the heart of our sustainability efforts. It is not just a strategy but an intrinsic motivation that each and every one of us must embrace. At Bystronic, we are proud of the many initiatives our employees are putting forward and implementing to improve sustainability for us, for our customers, and for our entire industry.

I invite you all to become part of this journey.

Alex Waser  
CEO




Alex Waser, CEO

**“From the outset, our focus has been to create sustainability at the roots of our company and to integrate ESG into our Strategy 2025.”**

# Sustainability Highlights

In 2021, Bystronic focused its attention on creating a holistic sustainability strategy from the ground up. In a first step, we aligned our purpose with the Sustainable Development Goals. Then, we analyzed all of our existing sustainability efforts and developed a materiality assessment. This assessment formed the basis for our materiality framework, which is aligned with our governance and risk management. Our Sustainability Council ensures that all sustainability issues are implemented throughout our organization.

## Milestones



First global carbon footprint for Scope 1, 2, and 3 (in 2021)



Decision to include ESG criteria in the compensation of the management



Comprehensive materiality assessment completed



Establishment of the Sustainability Council



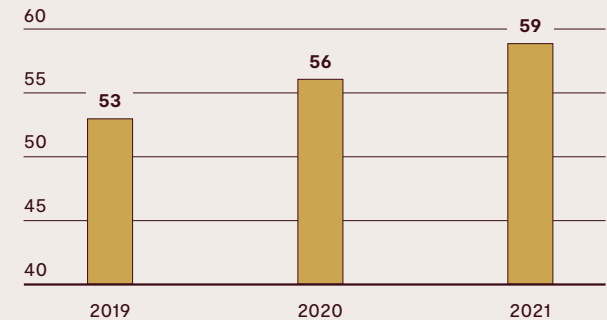
Dissemination of the ESG mindset into key Group functions and establishment of sustainable engineering function to tackle Scope 3 emissions

## Innovation

# 50%

Innovation ratio\*

Share of innovations co-created with customers/partners in %



# 8.4%

Share of R&D expenses dedicated to sustainability projects

# 78%

of the startups we work with are involved in R&D projects that contribute towards sustainability

\* Ratio between net sales from products launched within the last three years and total net sales

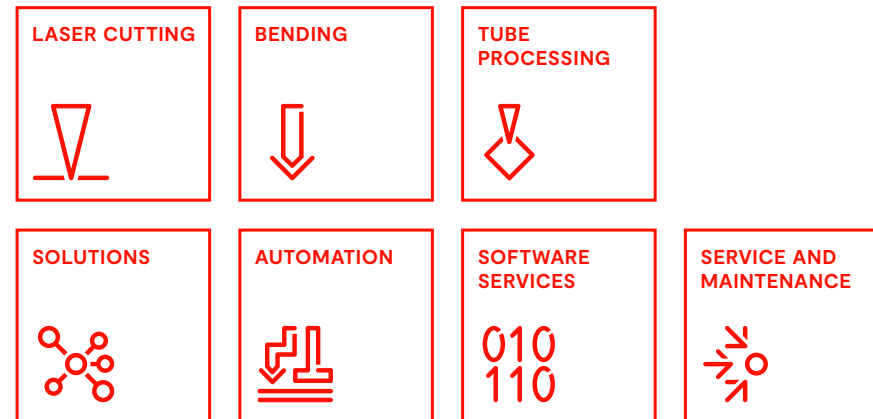
# About Bystronic

## Who we are

Bystronic AG (Bystronic) is a leading global provider of technology solutions for the sheet metal processing industry. With our systems and software solutions, we are enabling and promoting the transformation into a more efficient and sustainable future. Since our foundation in 1986, we have been developing and implementing hardware and software solutions for automation, driving forward our vision of the smart factory, and offering reliable customer services based on long-term partnerships.

## What we do

We develop and produce machines and systems and automate the complete material and data flow of the cutting and bending process chain. Our main fields of expertise are:



We are organized in four regions covering the EMEA, Americas, APAC, China markets. Each development and production site also acts as a Competence Center (Cutting, Bending, Tube Processing, Automation, and Software Services).

31

Sales and service subsidiaries

10

Development and production sites



**Where we are**

Headquartered in Niederönz, Switzerland, we currently employ 3,543 people at 10 development and production sites and 31 sales and service subsidiaries worldwide. Besides Niederönz, our development and production sites are located in Sulgen (Switzerland), Gotha (Germany), Cazzago San Martino and San Giuliano Milanese (Italy), Bilbao (Spain), Tianjin, Shenzhen, and Shanghai (China), and Hoffman Estates (USA). Bystronic has been listed on the Swiss Stock Exchange since May 2021.

● Development and production sites    ● Sales and service subsidiaries

SIX Swiss Exchange

**Bystronic has been listed on the Swiss Stock Exchange since May 2021**

101

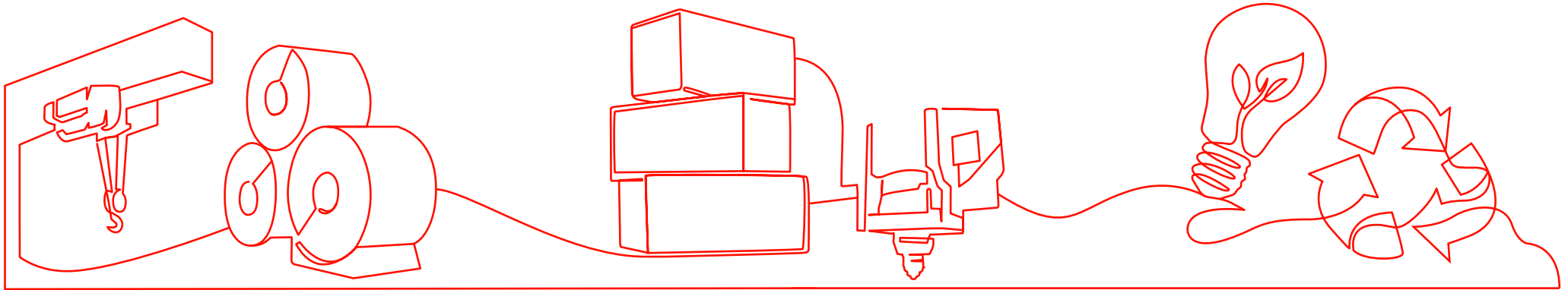
Apprentices

3,543

Employees worldwide

## Our value chain covers the following steps

Raw material extraction, technological components, machine use, end of life



### Raw material:

The most widely used raw material for our machines is steel. Among many other things, steel makes up the main part of the frames of our bending and laser cutting machines. Steel is made using iron ore, a compound of iron, oxygen, and other naturally occurring minerals. The raw materials for steelmaking are mined and subsequently transformed into steel using one of two processes: blast/basic oxygen furnaces or electric arc furnaces.

- **Challenge:** On average, every ton of steel produced around the globe results in the emission of two tons of CO<sub>2</sub>.
- **Solution:** Bystronic is evaluating projects to reduce the amount of steel required for its machines and testing suppliers that offer steel produced using new processes that significantly reduce carbon emissions.

### Technological components:

Our machines are made of many individual technological components. The laser sources, cooling units, dust extraction systems for laser cutting machines, and the electrical systems, robots, and tooling for bending machines are just some of the countless components that are either built in-house or purchased from suppliers. Bystronic attaches great importance to business ethics, and in 2022, we will introduce a code of conduct that our suppliers must agree to. In addition, our partnership with EcoVadis will further strengthen our ESG-related performance throughout our entire value chain.

- **Challenge:** In addition to the current supply bottlenecks for electronics, which are increasing lead times for machines, globalization has spurred material consumption and increased the footprint of shipping.
- **Solution:** Bystronic has regionalized its supply chain to shorten shipping distances and lead times. The life cycle assessment of current machines reveals potential to improve the material intensity, component recyclability, and reusability, in order to reduce the ecological footprint of both production and shipping.

### Machine use, end of life, and beyond:

Our machines are high-quality long-term investments, and given proper maintenance, our customers regularly use them for 15 years and more. If a customer decides to modernize their machines, we offer to repurchase their old ones, which we then refurbish and give a second life with a new customer. Bystronic also offers solutions beyond its own value chain, for example a software suite that optimizes our customers' efficiency, on-site nitrogen generators that eliminate the need for shipping of nitrogen tanks, and advanced nesting solutions that considerably reduce our customers' raw material waste.

- **Challenge:** The main environmental impact of Bystronic's operations is related to the energy consumed during the service life of the machines we produce.
- **Solution:** Pre-owned machines only need 2% virgin material compared to a new machine. We have integrated sustainability and circularity in the product development process and are thus optimizing energy and resource efficiency.



## Own operations

Bystronic offers a wide range of sheet metal processing solutions, and thus applies many different technologies:



### Laser cutting:

Laser cutting machines enable a wide range of materials to be processed, for example steel, stainless steel, aluminum, and non-ferrous metals. A fiber laser beam generated by the laser source cuts through the sheet metal using heat.



#### Where:

Niederönz (Switzerland), Tianjin (China), Shenzhen (China), Hoffman Estates (USA)



### Automation:

Our automation solutions optimize workflows, improve machine utilization, and increase process reliability. We offer automation solutions for both the laser cutting and bending process.



#### Where:

Niederönz (Switzerland), Gotha (Germany), San Giuliano Milanese (Italy), Shanghai (China)



### Software services:

Software lays the foundations for our cutting, bending, and automation solutions by supporting the entire information and data flow. In addition to solutions for individual process steps, we also offer smart factory solutions that help our customers to transform into a digital business.



#### Where:

Niederönz (Switzerland), Gotha (Germany), San Giuliano Milanese (Italy), Cazzago San Martino (Italy), Bilbao (Spain)



### Tube processing:

Our 2D and 3D tube laser cutting systems enable our customers to efficiently process tubes and profiles. The laser-assisted processing of tubes and profiles is used for a wide range of applications, for example in mechanical engineering, construction, and the petrochemical industry.



#### Where:

Cazzago San Martino (Italy), Tianjin (China), Shenzhen (China)



### Bending:

Press brakes are used to bend sheet metal into shape. Thereby, a shaped tool is pressed onto the workpiece to bend it to the desired angle. In our customers' processing chain, this step usually follows cutting.



#### Where:

Gotha (Germany), Tianjin (China), Shenzhen (China)

### Pre-owned business:

At our sites in the Netherlands, Romania, and the United States, we repurchase used machines, put them through a rigid inspection, refurbish them, and offer them to new customers.

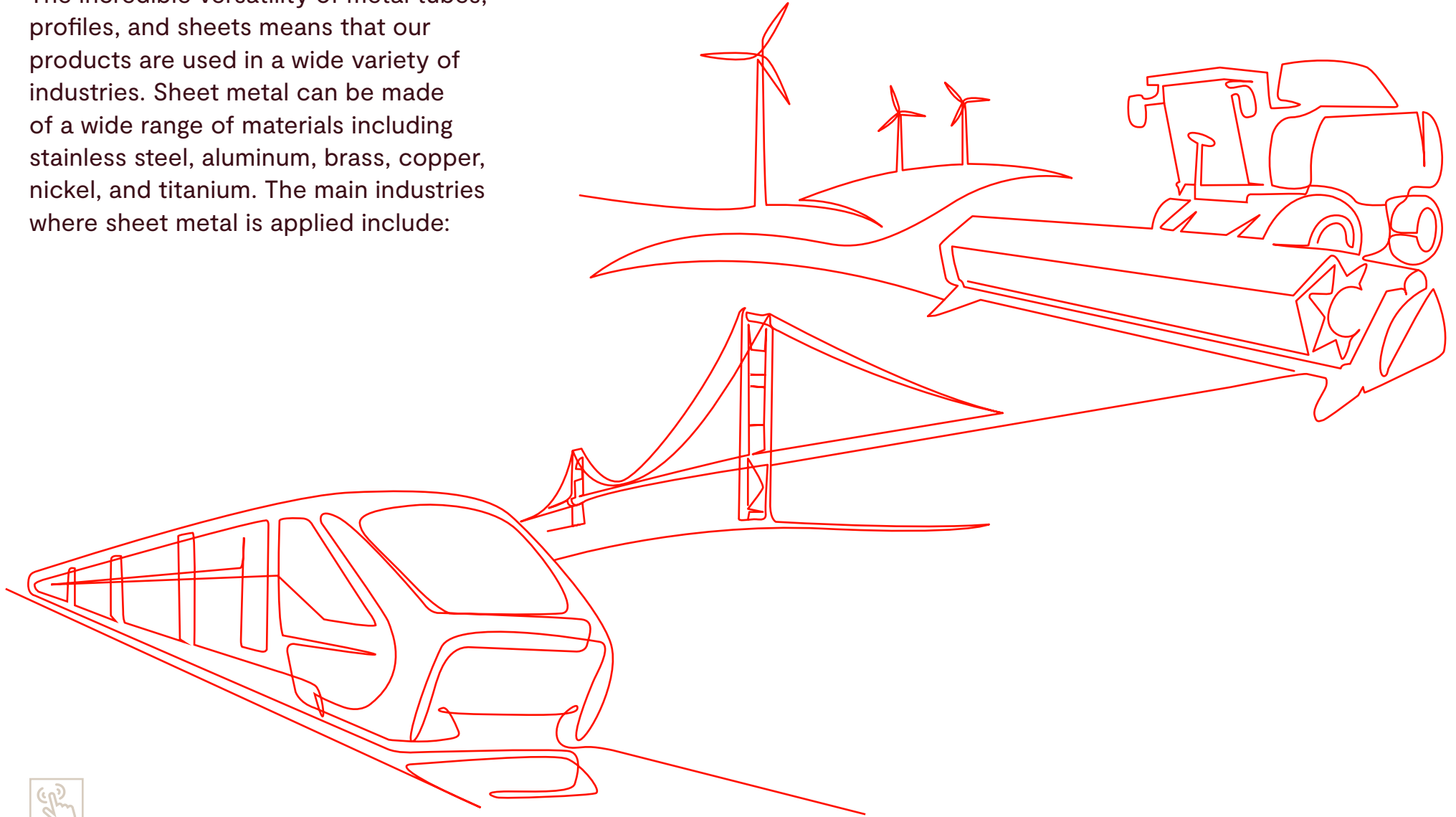


#### Where:

Heteren (Netherlands), Braşov (Romania), Hoffman Estates (USA)

**Industries**

The incredible versatility of metal tubes, profiles, and sheets means that our products are used in a wide variety of industries. Sheet metal can be made of a wide range of materials including stainless steel, aluminum, brass, copper, nickel, and titanium. The main industries where sheet metal is applied include:



# Our Sustainability Strategy

Bystronic is driving forward the transformation towards a sustainable future throughout the company. We are also helping our customers to become more sustainable and hope to inspire our entire industry and beyond.

Bystronic has incorporated its purpose and ESG into its Strategy 2025. Bystronic's purpose is an intrinsic approach towards creating an impact for a sustainable future with sheet metal and beyond. We want to advance the sustainability and future viability of sheet metal as a material and encourage the industry and our customers to advocate for change. We stand for customer proximity, high-performance innovations, service excellence, and local expertise. As a trusted partner, we aim for long-term collaboration to solidify lasting customer relationships and stand by our promise to be "Your best choice".

Bystronic has initiated a comprehensive sustainability strategy. In 2021, we conducted a materiality assessment to identify the topics that are most relevant for our business (see Materiality Process, p. 17). Subsequently, we grouped these topics into a sustainability framework. In the next steps, we will set ambitions and targets for each of the topics and determine measures to achieve them.

Based on our materiality topics, we identified three important pillars upon which we will build our strategy:

#### Empowered people:

- Talent development (SDG 4: Quality education)
- Diversity (SDG 5: Gender equality)
- Workplace (SDG 3: Good health and wellbeing, SDG 8: Decent work and economic growth)

#### Sustainable solutions:

- Decarbonization (SDG 9: Industry, innovation, and infrastructure, SDG 13: Climate action)
- Resource efficiency & circular economy (SDG 12: Responsible consumption and production)

#### Responsive business:

- Supply chain (SDG 12: Responsible consumption and production, SDG 13: Climate action)
- Partnerships (SDG 17: Partnerships for the goals)
- Sustainable services (SDG 13: Climate action, SDG 8: Decent work and economic growth)



Michael Präger,  
Chief ESG Officer

**“We want to advance the sustainability and future viability of sheet metal as a material and encourage the industry and our customers to advocate for change.”**

# Framework

#develop

## Empowered People

Talent Development

Diversity

Workplace

#zero

## Sustainable Solutions

Resource Efficiency & Circular Economy

Decarbonization

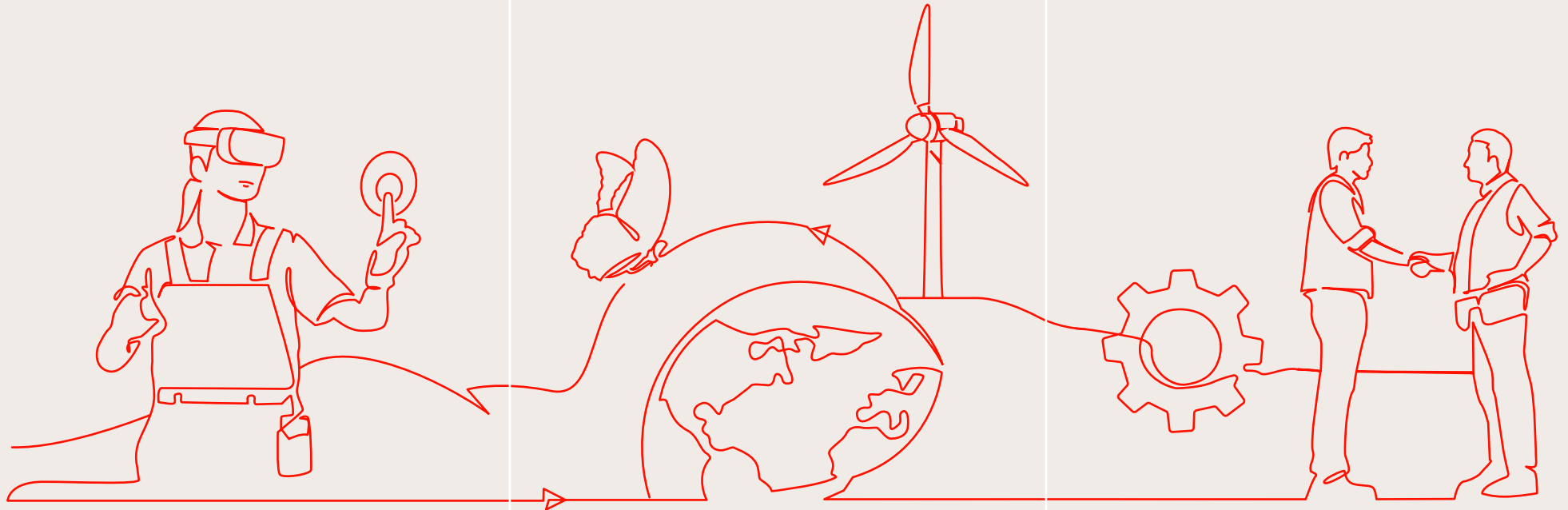
#enable

## Responsive Business

Supply Chain

Partnerships

Sustainable Services

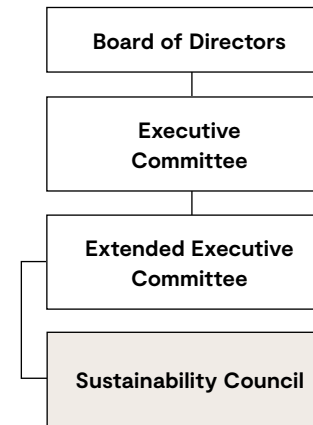


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# Governance and Responsible Business Conduct

# Organizational Governance and Responsible Business Conduct

Sustainability is high on the agenda of the Board of Directors. From there, it is cascaded through the operational management committees and executed by the Sustainability Council.



## Organizational and sustainability governance

The Board of Directors (Board) is Bystronic AG's highest governance body. All its members are non-executive. The Board may change its composition based on an annual performance review and proposes new candidates to the Annual General Meeting of shareholders. As prescribed by Bystronic's Organizational Regulations, the Board reviews its own performance as well as the performance of its committees. More detailed information about Bystronic's Board composition can be found [here](#).

The Board bears responsibility for the overall management, supervision, and control of the Group and its executive management, and it monitors compliance with the applicable legal provisions. It makes decisions on the strategic targets of the Group and the financial and human resources necessary to achieve the targets. In doing so, the Board reviews the strategy and targets, in particular in the context of Bystronic's sustainability endeavors. In addition, the Board determines the values and standards of the Group and ensures that the duties towards shareholders and other stakeholders are complied with.

The Board and its Committees convene on a regular basis. These meetings can be supplemented by additional meetings (in person or via conference call). The strategic transformation focusing on the sheet metal processing segment (Bystronic) and the divestment of all other business operations announced by Conzzeta in late 2019 was accompanied by a structural re-focusing of Bystronic's sustainability approach. Bystronic's Board sets out the overall direction for Bystronic's integrated sustainability strategy and receives regular ESG updates from the Chief ESG Officer. The reporting process and

this Sustainability Report have been presented to the Board.

The next highest governance body is the Executive Committee, consisting of the CEO, CFO, Chief Service Officer, Chief Digital Officer, and the regional Presidents, followed by the Extended Executive Committee consisting of the Executive Committee members plus the heads of the major corporate areas of responsibility including Human Resources, Operations, Marketing, and Strategy.

The CEO oversees Bystronic's integrated sustainability strategy including all measures to mitigate climate change related to the commitments in line with the Paris agreement and GHG emission reduction targets. The CEO receives regular reports on sustainability issues from the Chief ESG Officer.

In 2021, Bystronic established a Sustainability Council, led by the Chief ESG Officer. This Council consists of delegates from various functions and regions. The objective of the Council is to decentralize the management of ESG topics and to implement the ESG strategy. In 2021, the focus of the Council was on setting targets and the sustainability strategy. Next, the Council will focus on the execution of the sustainability initiatives and various other topics within the framework of ongoing projects.

The overall responsibility for sustainability, including climate-related issues, has been delegated to the Chief ESG Officer.

### Responsible business conduct

Bystronic is committed to acting ethically, with integrity, in compliance with the law, and in adherence with the principles of the UN Global Compact. Our [Code of Conduct](#) sets out the guidelines to ensure all our activities are in line with our core values, the central rules of business conduct, and the principles of our behavior. We expect all our employees to follow these guidelines, but they also cover our external business relationships with customers and suppliers.

With our Code of Conduct, we also underline our overarching commitment towards conducting our business in a socially and environmentally responsible manner. This includes the protection of the environment, the safeguarding of the safety, health, and wellbeing of the people we work with, and ensuring a discrimination-free working environment and fair and equitable working conditions.

Our Code of Conduct defines the fundamental rules of our business behavior and emphasizes the principles and values we support at Bystronic. The Code of Conduct is a critical component of Bystronic's commitment to sustainability. Our commitment ranges from ensuring a safe workplace and promoting the wellbeing

**“Our Code of Conduct defines the fundamental rules of our business behavior and emphasizes the principles and values we support at Bystronic.”**

of our employees all the way through to minimizing the impact of our products and operations on the environment and creating social value. With the Code of Conduct, we establish the necessary framework to secure the sustained, long-term success of Bystronic based on the appropriate behavior of every individual employee. The guiding principle is that all employees act as ethical and accountable individuals who accept responsibility for their own actions and stand ready to protect the reputation of Bystronic. We adhere strictly to applicable laws and binding standards. Any employee or business partner of Bystronic must be familiar with and follow the Code of Conduct, as well as any applicable laws in the countries in which they operate.

We conduct our business fairly, relying on the merits of our products, services, and employees. Attempting to influence a customer or supplier to make a business decision in Bystronic's favor by offering a payment or a gift is strictly prohibited. It is also prohibited to make improper payments (bribes, kickbacks, or other payments for illegal purposes) to government employees or officials, customers, or other parties. This prohibition applies to direct payments as well as indirect payments made in any form via consultants or other third parties. Bribery is unacceptable for all Bystronic employees in all regions of the world – even in countries where it is common.

Our Code of Conduct also covers measures to avoid conflicts of interest. All business decisions and actions in the name of the company must be oriented exclusively towards the best interest of the company and may not be motivated by an individual's interests or relationships. Potential conflicts of interest which could arise

**“We conduct our business fairly, relying on the merits of our products, services, and employees.”**

as a result of intersecting tasks and responsibilities within the company and the private sphere or of close relationships with our customers, suppliers, or other contract partners or their employees, must be disclosed. In 2022, we will roll out a more detailed Group policy regarding conflicts of interest. All Board memberships, cross shareholdings, details on the controlling shareholders, as well as related third-party transactions (part of the third-party and interregional sales) are disclosed in our [Annual Report](#).

The Code of Conduct is publicly available in all Bystronic languages and is part of the compliance training every employee must complete during their on-boarding. Once the e-learning course has been launched, it will be mandatory for all employees. We intend to repeat the online training course every two years. Each department has a representative on the Sustainability Council, who carry the principles of sustainable business conduct into their departments.

All employees have the possibility to report critical concerns and violations of the Code of Conduct via our whistleblower hotline. The Board of Directors is informed of serious allegations and the results of the investigations. In 2021 we had one case where an employee accepted illicit payments from a supplier. This resulted in the termination of employment.

# Our Contribution to the SDGs

Bystronic is committed to contributing to the United Nations Sustainable Development Goals. The Agenda 2030, which was adopted by all member states of the United Nations, sets out 17 of these goals for a sustainable future.

To identify the goals to which we can contribute most by means of our strategy, technolo-

gies, and innovation competencies, we have established regular engagement opportunities with stakeholder groups, holding our first SDGXchange workshop in early 2022. The outcome of the initial workshop confirmed our definition of the SDGs on which we can generate the strongest impact.





# Materiality Process

**Our materiality assessment is based on two key factors. Our financial materiality reflects how we create value for our company, while our environmental materiality focuses on reducing our emissions and other negative impacts on the environment.**

Along its value chain, Bystronic faces a wide range of topics relating to sustainability. In order to focus on the most important topics and to lay a foundation for our further strategic direction, we conducted a comprehensive update of our materiality assessment.

In the first step, a detailed upstream and downstream analysis was performed to identify the most relevant topics in terms of business impact and stakeholder opinions. Various sources were included, such as regulatory frameworks and sustainability ratings. These two perspectives represent the inward impact (risks and opportunities) on the company and the stakeholder relevance.

In a second step, the outward impact of Bystronic’s business activities along the value chain were analyzed. In accordance with the GRI

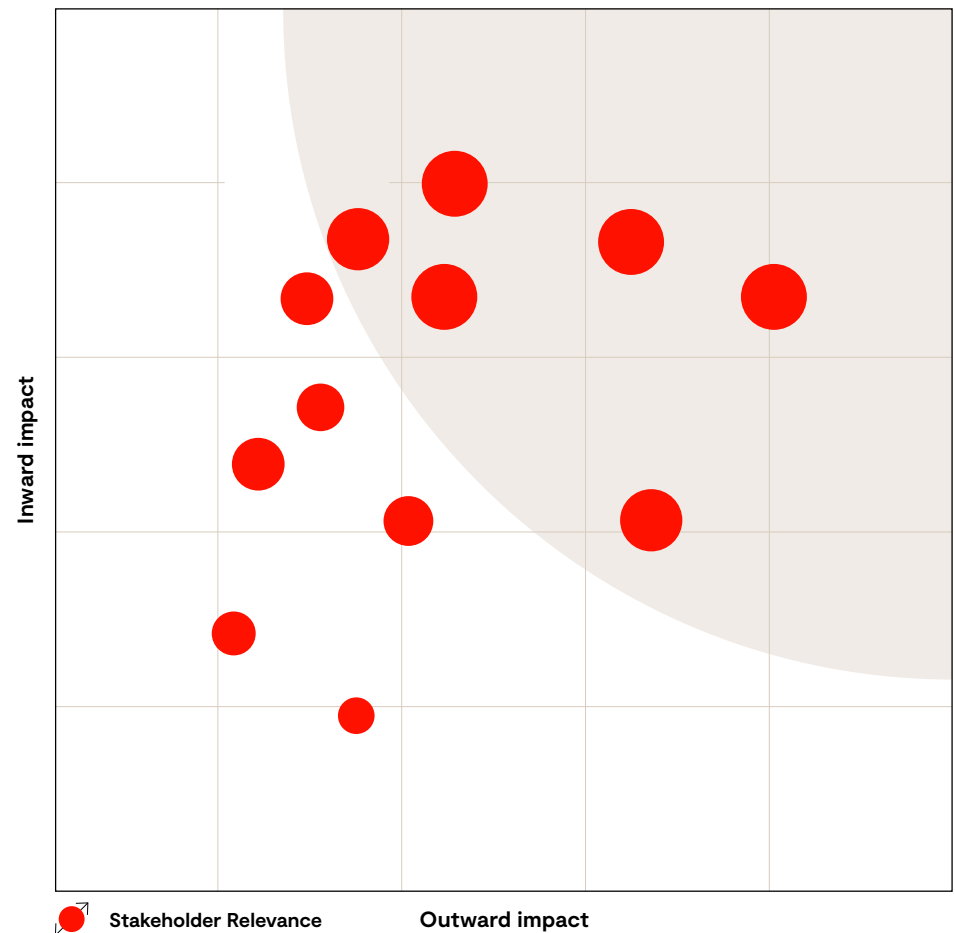
requirements, each topic from the topic longlist was examined in relation to the aspects of scale, scope, irremediability, and likelihood of impact on the environment, the economy, and human beings.

The integration of the outward impact perspective brought up the topic of “Diversity, inclusion, and human rights”, which was therefore added to the list of material topics we published in our Annual Report 2021. The previous topics “Resource efficiency” and “Circular economy & zero waste” were merged to create the topic “Resource efficiency & circular economy” since the management approaches and strategic thrusts relating to the topics exhibited significant overlaps. The topic “Partnerships” was included in the sustainability framework due to its strategic importance and is therefore also described in detail in this report.

After merging the two materiality perspectives, the following topics were identified as material:

- Energy & climate change
- Resource efficiency & circular economy
- Innovation & digitalization
- Occupational health & safety
- Talent attraction & development
- Diversity, inclusion, and human rights

Bystronic’s material topics



# Stakeholder Engagement

**We cultivate relationships that benefit all our stakeholders. We prioritize what is most important to the people we impact, which enables us to initiate change on the basis of a dialogue with those who will be affected.**

A very important aspect is to engage with our stakeholders in order to integrate their feedback and opinions into the way we conduct business. We believe that we can only grow and continuously improve if we incorporate a wide range of perspectives.

We maintain a regular exchange of ideas and opinions relating to sustainability with the following stakeholder groups:

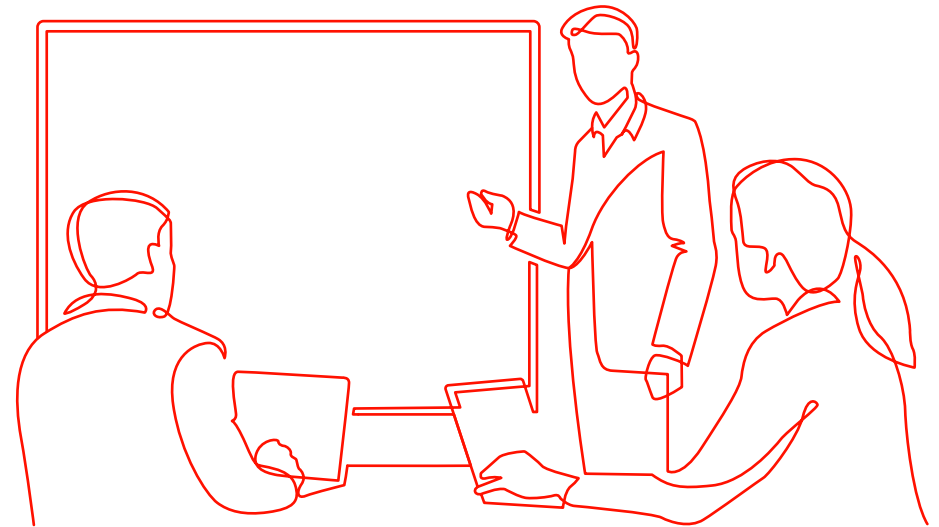
- Customers
- Suppliers
- Investors
- Non-governmental organizations
- Communities
- Rating agencies
- Startups

We also actively participate in associations to connect with other companies and accelerate our impact to drive forward change throughout the industry and the economy as a whole. We are a member of the following organizations:

- ÖBU – Swiss Business Council for Sustainable Development
- Swissmem – Swiss association of mechanical and electrical engineering industries
- swiss export – Association of the Swiss exporting industries

## Recent activities

For the first SDGXchange workshop in early 2022, we invited more than 50 stakeholders, both internal and external, from different industries and with diverse profiles, to share their needs and opinions. A wide range of topics were discussed, including net-zero laser machines, zero waste along the entire value chain, and the need for consulting customers with regard to sustainability.



# Empowered People

Talent Development

Diversity

Workplace



# Why are Empowered People Important for Bystronic?

At Bystronic, we not only aspire to be the best choice for our customers, but also for our employees. We are aware that the success of our products and services is based on people with ideas, enthusiasm, and know-how. Therefore, we actively live our corporate values: innovation, openness, and commitment.

Diversity, inclusion, and human rights are of great importance to Bystronic, and we are conscious of the benefits of a diverse and inclusive workforce. The company's commitment to diversity and inclusion in its workforce is fundamental to our ability to attract and retain innovative talents, and to create a working environment that empowers our employees to innovate, challenge, and outperform. We are convinced that the more diverse and inclusive our workplace is, the more innovative, confident, and productive our

team will be. An inclusive and diverse workforce is essential to live up to our commitment to long-term sustainability and innovation, as we promise our customers, suppliers, and other stakeholders. As a global manufacturer and supplier, our customers deserve a sales and service team that reflects and understands their respective cultures and values. Our principles relating to diversity, inclusion, and human rights are fueled by our own high standards, and we are also aware that a lack of commitment to diversity can result in lost business or investments as our stakeholders expect us to embrace this topic.

A number of risks can arise from the different workplaces within our Group. Since many of our employees work in production, where the potential danger of accidents is higher, the protection of their **occupational health and safety** is of utmost importance.



Nicole Progin,  
Head of Human Resources

**“Bystronic’s commitment to diversity and inclusion in its workforce is fundamental to our ability to attract and retain innovative talents, and to create a working environment that empowers our employees to innovate, challenge, and outperform.”**

# Why are Empowered People Important for Bystronic?

We provide all our employees with a safe and secure workplace, because we understand that this contributes towards a healthy and motivational mindset. Especially when operating heavy machinery or working with lasers, there is a certain risk of accidents, which we endeavor to eliminate by means of occupational health and safety measures. We are committed to not only setting the highest standards in terms of quality, but also with regard to the safety of all the employees at our workplaces.

**Talent attraction and human capital development** are fundamental for Bystronic because our business is highly dependent on a skilled and well-trained workforce. We offer our employees a wide range of opportunities, for example to become an expert with deep, highly specialized know-how, or a generalist with a broad knowledge base, or to take on leader-

ship roles and new responsibilities. Our objective is to positively impact our employees' personal and professional development by offering them continuous growth and learning opportunities. Having the necessary talents on board is also an important factor for existing and potential investors and leadership staff. Offering equal and fair access to professional and personal growth and development opportunities represents an important element in preventing discouraging working cultures and environments, high turnover rates, absenteeism, a negative reputation, and low employee engagement. All in all, learning and talent development are important topics for us. Learning is the number one success factor in the rapidly changing environment in which we operate. Bystronic is in the process of transforming from a supplier of individual machines to a solutions and software company. Continuous learning, training, and

development initiatives allow us to prepare our employees for this transformation and encourage them to apply their potential and abilities to actively drive this change. Last but not least, innovation, which can only be achieved with well-trained and satisfied employees, makes up a decisive pillar of our strategy.

# Diversity & Inclusion

At Bystronic, we are committed to fostering a culture of openness and transparency - promoting innovation while strengthening diversity and inclusion.

## 25%

**Ambition: share of females in the workforce by 2025**

### Our ambition and commitment

Bystronic is aware of its responsibility towards both its employees and its suppliers who are integral to the success of the company. Consequently, we put a great deal of effort into the personal and professional development of the people who work for and with Bystronic and place their welfare and appreciation at the core of our business activities. To underline this, we have classified diversity, inclusion, and human rights as material topics in Bystronic's sustainability strategy, by means of which we can contribute to SDG 5 "Gender equality" and SDG 8 "Decent work and economic growth".

Our recent global rebranding positions Bystronic as "Your best choice", and we put every effort into fulfilling this claim for our customers, but also for our employees. Our global business strategy is supported by three mega-

trends: sustainability, digitalization, and human centricity. The common thread of each of these pillars is an engaged workforce.

We take a clear position against any form of discrimination and aim to create a working environment characterized by inclusion, transparency, and mutual respect. At Bystronic, every individual has the same opportunities. We are committed to fair and equal working conditions and treating all people with respect. We care about creating a positive workplace and inclusive working environment that embraces diversity and is free from discrimination.

The sheet metal industry has always been male dominated, and women are underrepresented both in leadership roles and frontline positions. To counteract this, we are committed to implementing:

- An increase in women in the workforce from 15% to 25% by 2025
- A policy that incentivizes employee diversity, for example by making diversity a factor of the performance-related remuneration of executive staff

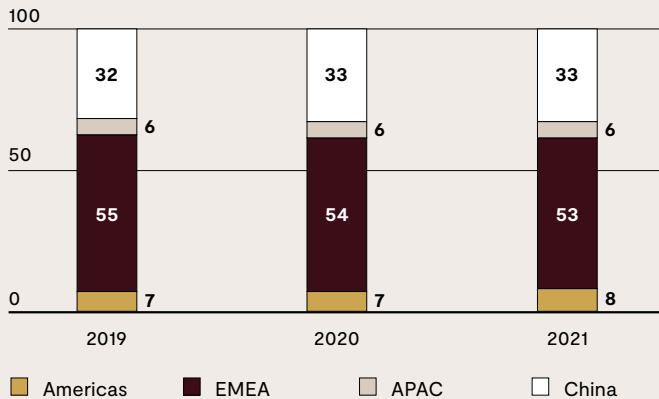
### Our management approach, policies, and responsibilities

We attach great importance to the topics of diversity and inclusion, and all members of the Executive Committee are responsible for implementing and strengthening the underlying values. At the operational level, the responsibility lies with the human resources departments. Ultimately, however, the values can only be translated into our day-to-day operations with the help of every employee.

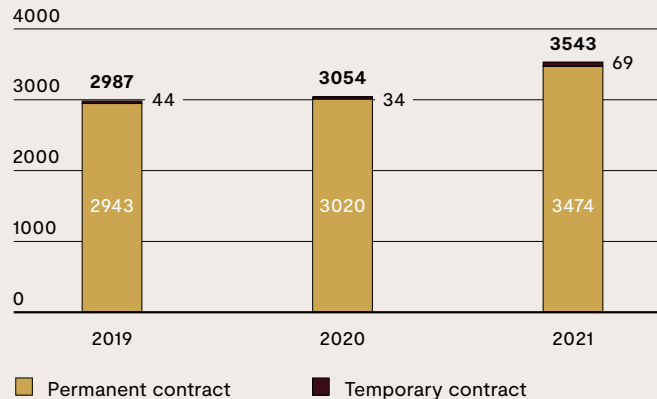
Our HR Committee monitors the diversity across all management levels within the Group, focusing on the promotion of female leaders at the level of the management, Executive Committee, and the Board. Following the 2021 Annual General Meeting, the Human Resources Committee reviewed the existing HR tools and KPIs and defined the direction for future development. One of the most important focus areas until 2025 is culture and leadership, entailing the subtopics performance and learning culture, leadership development, diversity and inclusion, and employer branding.

We have manifested our commitment to diversity and inclusion in our global Code of Conduct, where we have inscribed our support of and respect for human rights and freedom of association. We also outline our commitment to diversity and respect for personal integrity of our employ-

**Employees with a permanent contract**  
by region in %



**Total number of employees**  
by contract



**“Our diversity ambitions and principles are communicated to our employees in all regions in order to ensure that diversity and inclusion become an integral part of our corporate culture.”**

ees. Not only does our Code of Conduct state that we value diversity in terms of age, culture, gender, gender identity or expression, religion, race, ethnic heritage, language, sexual orientation, experience, and skills, it also strictly prohibits discrimination or inappropriate or illegal conduct vis-à-vis any person due to any of these attributes.

Our diversity ambitions and principles are communicated to our employees in all regions in

order to ensure that diversity and inclusion become an integral part of our corporate culture. To support this cultural transformation and emphasize our zero-tolerance attitude towards discrimination, we plan to conduct mandatory training courses on diversity and other relevant topics.

**Key measures, activities, and evaluation**

We ensure that all genders have access to equal opportunities at Bystronic. To promote diversity in an industry mostly dominated by men, we launched a “Women’s week” campaign in 2021 and provided our female employees worldwide with a platform to discuss the topic. We also give inspiring women within our company a voice by supporting them in sharing their professional experiences and tips. We are convinced that organizational diversity is an important driver for

innovation – which is one of Bystronic’s values and a key factor of our business success. In future, we plan to offer training courses on diversity, inclusion, and human rights for all our employees.

To evaluate the progress of our activities, we keep track of the share of women in our workforce. The overall proportion of women in our workforce exhibited a slight progression from 14.7% in 2020 to 15.3% in 2021. We are aware that we operate in a male-dominated industry, and change does not happen from one day to the next. For example, the diversity of our Extended Executive Committee stagnated in 2021 (2 female representatives constituting 15% of the total Extended Executive Committee). However, an important step was taken at the end of 2021, when our seven-member Board of Directors nominated the first female candidate for election as a new member.

With regard to total employee turnover, our overall figure increased to 13% in 2021, while the turnover among women decreased to 10% in 2021.

In addition to tracking these KPIs, we periodically conduct employee satisfaction surveys: In 2021, our Employee NPS was 30.6 and the Employee Engagement Score 82.

**Outlook**

Improving the diversity of our workforce will take time. In order to continue to drive forward our efforts to increase the number of women working for Bystronic, we plan to introduce the following measures in 2022 and the following years:

- Leadership Development Programs (LDP) specifically for our female talents
- Networking and development programs for women (all levels)
- Expansion of flexible working time policies and guidelines (available to all employees)

We will also determine whether additional training courses on diversity and inclusion are required and add more specific questions relating to diversity and inclusion to our employee satisfaction survey.

# Workplace

Creating a safe and healthy work environment for all our employees is one of our top priorities. Safety training courses, workplace instructions, and external risk analyses are just some of the ways we achieve this goal.

## Our ambition, commitment, and targets

As a responsible employer, it is our duty to protect our employees' health, safety, and wellbeing. Our efforts concerning occupational health and safety and our continuous improvements in this field contribute towards SDG 3 "Good health and wellbeing" and SDG 8 "Decent work and economic growth".

As a subscriber to the SUVA Safety Charter in Switzerland, we advocate for compliance with safety rules at all workplaces.

**"As a responsible employer, it is our duty to protect our employees' health, safety, and wellbeing."**

## Our management approach, policies, and responsibilities

### Health & safety

Occupational health and safety is an integral part of Bystronic's general management system. Our safety regulations apply to all employees, customers, suppliers, and visitors at our sites.

Except for at one site, which is currently implementing this measure, all safety regulations are outlined in workplace instructions that are made available to every employee. Where necessary, employees receive training on hazards that are specific to their workplace from their immediate supervisor. A training certificate for each completed course is signed and filed. Annual random checks are conducted to ensure that the training concept is being applied as foreseen. The employees that work with lasers receive detailed

workplace instructions that explain the hazards and risks of handling lasers and specify rules of conduct and safety measures for such workplaces.

The safety training courses are defined in the training concept, which is reviewed annually by the occupational health protection and laser safety officers and the safety teams and updated if necessary. The responsibility for monitoring and compliance with the occupational health and laser safety regulations lies with the immediate supervisors.

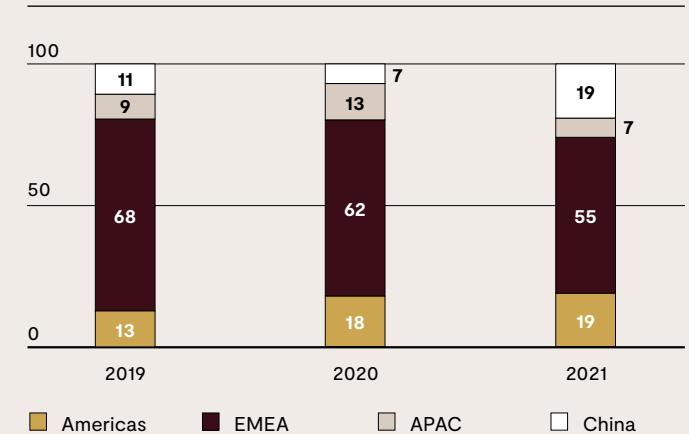
The persons responsible for occupational health and safety and for laser safety are appointed by the management. The safety officer is the person chiefly responsible for the topic of occupational safety within the company. Various functions from different areas report to the safety officer. All new employees are informed about potential

risks at their workplace. All employees are trained in accordance with local laws. At the sites, the Managing Director is responsible for the documentation and controlling of the training courses.

Risk analyses are conducted in collaboration with external specialists at least every five years. Line managers or safety delegates analyze the identified risks and adjust the workplace-specific safety information according to the identified hazard potential. The contact person for occupational safety conducts an annual audit in accordance with an internally defined process.

Measures resulting from the risk analyses and audits, and all other measures are coordinated and monitored by means of corrective and preventive action or local procedures. All occupational and non-occupational accidents are reported to and evaluated by the HR department.

**New employees hired**  
by region in %





Corrective measures resulting from accidents are initiated operationally by the contact person for occupational safety. Safety-relevant infrastructure is systematically monitored and maintained.

The workplace safety teams consisting, for example, of the safety officers, the persons responsible for occupational health and safety, the contact person for occupational safety, a member of the in-house emergency first response service, and a representative of the employee commission, convene on a regular basis.

The active management of occupational health and safety is included in the shop floor management process with daily reports on potential risks, near misses, and accidents. This allows us to identify corrective measures to prevent future accidents. All employees are required to report accidents, dangerous situations, deficiencies, and potential for improvement.

In the event of accidents, a process with a root cause analysis is in place in order to identify preventive and corrective measures to prevent similar incidents from reoccurring. Occupational and non-occupational accidents are recorded as KPIs in the reporting system at management level, and appropriate measures are initiated as necessary.

In the event of emergencies such as fire or environmental disasters, an emergency plan, an emergency handbook, and first-aid information are in place. First aid is provided by the in-house emergency first response (EFR) service. Appropriate material and infrastructure is available. The head of in-house EFR is responsible for the operational readiness of infrastructure, materials, and EFR personnel.

To prevent negative impacts of our machines, all our products are delivered with a

technical data sheet that includes a description of risks. We also inform our subsidiaries about any risks that service technicians could face during the maintenance of machines.

#### Health & wellbeing

We offer internal medical support for our employees at several sites. We also offer health benefits such as fitness programs and events. In Switzerland and the Americas, we offer additional benefits such as health insurance benefits and supplementary insurances. Employees can also utilize a social counseling offer for any private topics such as family issues, legal advice, financial advice, etc. Within the framework of our occupational medical insurance, employees in Switzerland can also utilize a case management program, where the insurance supports them during their recovery. In Italy, the company pays a fixed monthly fee for every worker to ensure medical services for the employees. We also ensure that our workplaces meet the applicable ergonomic standards.

#### Key measures, activities, and evaluation

To raise our employees' awareness of potential dangers in their daily work, we carry out various activities, such as intranet information campaigns on accident risks and other related topics.

In Switzerland, we conducted two official BeSafe events for all employees focusing on the prevention of tripping accidents and raising awareness of safety issues related to traffic on the company premises.

In 2021, in spite of comprehensive health and safety measures and in the wake of the production shutdown in 2020 due to the Covid-19

**“To raise our employees' awareness of potential dangers in their daily work, we carry out various activities, such as information campaigns on the intranet on various topics and accident risks.”**

# 1.6

## Rate of recordable injuries

\* This rate is a standardized benchmark that facilitates comparisons and reflects the average annual number of injuries per 100 full-time employees (see glossary for more information)

pandemic, the number of recordable injuries increased to 31, and the rate of recordable injuries\* increased by 35% from 1.2 in 2020 to 1.6. The reason for this development is related to increased activities relating to manual material handling and working with hand-held tools. Most of the injuries were superficial or open wounds – the most critical was a fractured thumb. No fatalities were recorded. At our sites, measures were taken to improve safety and security by reducing manual material handling activities, increasing the safety training for all employees, in particular for frontliners, increasing safety protection facilities, and introducing a specific module for accident analysis in order to identify root causes and possible corrective measures. We are convinced that these measures and the further standardization and improvement of our occupational safety

management system will have a positive impact on our accident figures.

#### Outlook

We intend to further drive forward the standardization of our safety management across all sites in order to achieve the same high level of safety around the globe and introduce uniform standards for equipment, marking, and signaling.

In Switzerland, we have planned another BeSafe campaign for 2023, this time on the topic “Household and DIY”. This campaign is intended to improve the safety of our employees when performing do-it-yourself jobs – primarily at home, but with an expected positive knock-on effect on workplace safety.

# Talent Development

Bystronic takes pride in fostering a healthy and conducive environment for creativity. As we grow, it is our philosophy to equip employees with the tools they need to focus on their own personal growth.

## **Our ambition, commitment, and targets**

Bystronic identified talent attraction and human capital development as a strategically important topic because we rely on developing our workforce to meet the changing demands of our industry and on attracting qualified employees on the increasingly competitive labor market. With our activities in this area, we contribute to SDG 4 “Quality education”.

It is our goal to attract and retain top talents, build a strong talent bench, ensure capable successors are in place, and earn a good reputation when it comes to talent management and development. We are committed to offering each employee effective performance management and we try to identify internal candidates for vacant positions before recruiting externally. Equal rights are a matter of course for us, as is a

workplace that offers gender diversity, equality, inclusion, and the opportunity for development free of discrimination.

We also make efforts to ensure the continued employability of our employees and to upskill our workforce to keep up with the age of digitalization and sustainability (Industry 5.0), by offering an enjoyable learning experience led by skilled leaders.

## **Our management approach, policies, and responsibilities**

Our employees are our most valuable asset and indispensable for our success. We strive to offer them a workplace where they feel appreciated and can expand their competencies and skills. Consequently, we support career paths and talents with customized training programs, external

further education, mentorship, coaching, varying assignments, and other on-the-job learning opportunities. Additionally, we welcome career changers and offer advancement opportunities in new fields.

The overarching responsibility lies primarily with the top and line management. Our human resources department is responsible for putting measures and initiatives into practice. Our management philosophy entails providing equal, fair, and non-discriminatory support and development opportunities to all our employees – regardless of their position. This also entails systematically empowering our employees to live up to the expectations associated with their respective positions.

Several principles, such as creativeness, innovation, flat hierarchies, internationality, and a focus on development support the aforementioned

values and help us to attract promising talents and retain our existing employees. We aim to foster a creative environment and ensure all our employees can work in an independent manner, with sufficient decision-making freedom, personal accountability, and development opportunities.

Newly recruited employees undergo comprehensive on-boarding. The on-boarding program is a key element that allows us to engage employees from the onset, to ensure a smooth integration into the company, to promote our corporate culture, and to foster a sense of belonging and purpose. An effective on-boarding program increases our employees' productivity and significantly reduces employee turnover.

**“We aim to foster a creative environment and ensure all our employees can work in an independent manner, with sufficient decision-making freedom, personal accountability, and development opportunities.”**

We foster personal growth focused on a career culture, where employees are expected to take over the ownership of their personal development. All employees are encouraged and supported to actively contribute to projects and assignments and to take on new tasks. Our 70-20-10 model for learning and development, enables employees to find the right mix of learning sources to drive forward their own development. The model calls for 70% of our employees' learning to come from

challenging assignments, 20% from developmental relationships, and 10% from training. Thus, our career paths are built around experience rather than solely on positions and titles.

We offer our employees various internal and external on-the-job and off-the-job training opportunities. Our employees also have the possibility to apply for educational support, for example for advanced further education courses offered by external institutions, ranging from specialist courses to PhD programs. Additionally, employees can access our company-wide learning management system (MyLearning), which digitalizes the organization, documentation, and tracking of our learning and development initiatives. The system has enabled us to attach greater importance to training and systematically support our employees' development with a more targeted and customized approach. The MyLearning platform is accessible to all employees and offers a multifaceted range of training and further education courses, covering content and topics such as:

- Internal technical and methodological competencies
- Language skills
- Personal development
- Social and leadership skills

Our service technicians, service managers, and the staff in sales, the back office, product management, and development can also sign up for a variety of multi-day courses at our Competence Centers in Niederörsz (Switzerland), Gotha (Germany), Cazzago San Martino (Italy), San Giuliano Milanese (Italy), and at our regional training centers in the United States, South Korea, and China. Here, they can gain detailed technical

know-how about our products, services, and solutions, as part of a structured development path ranging from the fundamentals for new employees right through to expert specialist courses. In total, we have 20 instructors and additional supporting certified trainers who share their knowledge of Bystronic systems at our training centers. Personal development and soft skill training courses are offered locally and coordinated by HR.

**“During the past 20 years, we have contributed to the education of more than 300 young professionals who completed their apprenticeships at Bystronic.”**

We are also aware that to grow, we must sometimes leave our comfort zone and expose ourselves to new environments. Therefore, we are proud to be able to offer our employees the opportunity of living abroad and experience new cultures at one of our numerous locations in around 30 countries across four continents (Americas, Europe, Asia, Australia).

International development opportunities are open to every employee at Bystronic. Prior to Covid, for example, we conducted the “Young Professionals” exchange program, that offers selected employees who have successfully completed their apprenticeship at our Swiss headquarters in Niederörsz the opportunity to gain experience during a five-month stint at our Chinese produc-

tion location in Tianjin. Other programs, targeting our younger employees or employees in search for more leadership experience, include our Leadership Development Program 1 (LDP 1) that prepares future managers for their roles.

Over the past 20 years, we have also been offering vocational training. During this time, we have contributed to the education of more than 300 young professionals who completed their apprenticeships at Bystronic.

For the more senior staff and leaders, we also offer talent promotion initiatives and our Leadership Development Program 2 (LDP 2). The rationale behind these programs is to ensure that the participants have a common understanding of leadership and to encourage creativity and entrepreneurship. At the same time, it is a way of ensuring succession planning.

Several years ago, we founded the ByAcademy, which is our internal learning and development organization that focuses primarily on technical and soft skill development for our employees in the Global Service Business Unit. ByAcademy consists of technical training teams at each of our Competence Centers that focus on the development and provision of technical training relating to Bystronic's products and solutions.

We attach great importance to supporting our employees in their personal development. Among other things, we offer Individual Development Plans (IDP) that supplement our career path concept and our evaluation of potentials. With our global succession management, we aim to fill every open position with the right person. Identifying top talents allows us to offer them individual support and targeted training and learning opportunities.

# 30.6

Employee NPS

# 82

Employee Engagement Score

With our performance management process, we systematically evaluate each employee's ability to meet their job requirements. A global employee engagement survey, which is carried out by an external partner every two years using an online tool, allows us to continuously improve our processes and respond to feedback from our employees.

Within the framework of this partnership, we selected an approach that allows us to generate in-depth employee insights consolidated in actionable and GDPR-compliant reports. Our objective is to generate an impact by selecting questions that align with key strategic values, to create a sense of connection to Bystronic among all employees, to generate insights that are relevant to leadership development, and to enable us to actively involve employees in our efforts to increase engagement at our various business locations.

We are working on progressively expanding our employee listening landscape to enhance our ability to generate actionable insights. For this, Bystronic is rolling out a centralized global on-boarding survey and working on a plan for the pilot implementation of decentralized exit surveys.

**“A global employee engagement survey, which is carried out by an external partner every two years, allows us to continuously improve our processes and respond to feedback from our employees.”**

### Key measures, activities, and evaluation

In 2021, following the renaming from Conzzeta to Bystronic and the related structural adaptations, our Board of Directors' Human Resources Committee reviewed the existing HR tools and KPIs, and defined the direction for their future development. Several focus areas were defined, the most important of which that are related to talent development are:

#### Culture & leadership:

- Performance and learning culture
- Leadership development

#### Talent & performance management:

- Attractiveness
- Talent development and retention
- Fostering learning and development opportunities

#### Efficiency & effectiveness:

- Learning management

In 2021, we were training 64 apprentices in Switzerland in 11 professions (of a total of 101 apprentices, mainly situated in Europe). The education and training of our apprentices is based on project assignments and interdepartmental collaboration, which ensures our apprentices gain a broad skillset that is independent of Bystronic's organizational structure.

To improve employee retention and prevent talents from leaving Bystronic, the HR department continuously monitors the voluntary employee turnover rate, which was 6.8% and the total employee turnover rate, which was 13.3% in 2021.

### Outlook

In the coming years, we will build on our identified focus topics to derive measures and activities to further improve our talent development management.

To support these efforts, we will also continuously update and upgrade our systems. Hence, we plan to extend our e-learning portfolio with the CrossKnowledge Learning Suite that will support our continuous learning approach and the ongoing development of the (soft) skills, abilities, and knowledge of our employees by means of various blended learning experiences.

# 13.3%

Total employee turnover rate

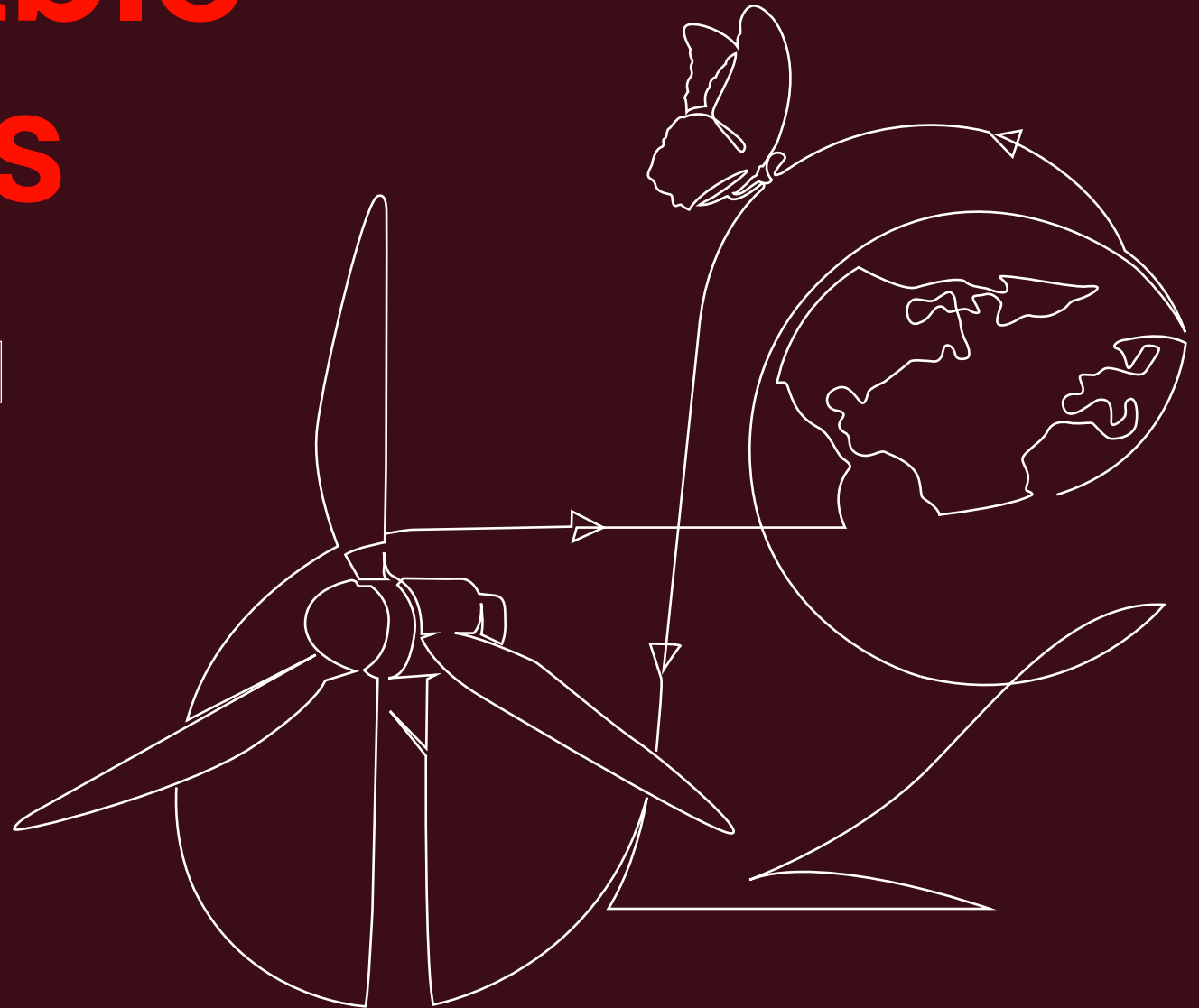
# 6.8%

Voluntary employee turnover rate

# Sustainable Solutions

Decarbonization

Resource Efficiency & Circular Economy



# Why are Sustainable Solutions Important for Bystronic?

At Bystronic, our approach towards sustainability is based on three pillars: a) improve our own operational sustainability, b) improve the sustainability of our customers, and c) inspire our industry to co-create a sustainable future for sheet metal. A strong focus lies on decarbonization, our value chain, and on enabling our industry to continuously enhance its energy and resource efficiency.

Tackling climate change and putting the Paris Agreement into practice is one of the major challenges of our time. The limitation of global warming to 1.5°C is still possible, but it will require massive action across all countries and industries. Bystronic is aware of

its potential contributions to the topic “**Energy and climate change**”. Just as most production processes, the production of steel and other components of the machines Bystronic produces consumes a great deal of energy and thus generates greenhouse gas (GHG) emissions. Since the machines we produce also consume energy, our business activities also have an impact on our customers’ energy consumption and GHG emissions.

Nonetheless, we see huge opportunities to contribute to a change in the industry by sourcing materials that are less greenhouse gas intensive and by continuously improving the energy efficiency of our



Christoph Rüttimann,  
Chief Technology Officer

**“Our transition to fiber laser cutting technology has been key – fiber lasers are significantly more energy efficient than conventional CO<sub>2</sub> lasers.”**

# Why are Sustainable Solutions Important for Bystronic?

machines to ultimately reduce the energy consumption of our customers. In this respect, our transition to fiber laser cutting technology has been key, since fiber lasers are significantly more energy efficient than conventional CO<sub>2</sub> lasers.

Natural resources are limited, and their extraction impacts nature and humans in mining areas, especially when it comes to metals. We identified the topic “**Resource efficiency & circular economy**” as material to our company, because we are aware that we are part of a resource-intensive industry. Natural resources are necessary both to produce our machines and for the sheet metal our customers process using our machines.

Consequently, we have already launched a range of measures to reduce our negative impact in this field: the refurbishing of pre-owned machines, world-class on-site maintenance services to extend the service life of our customers' machines, and designing our machines in such a way as to allow recycled sheet metal to be processed. Examples of our positive impact include our intelligent software and smart factory solutions that, for example, apply advanced nesting methods to minimize waste. In addition to our own commitment to efficiency, our customers and other stakeholders also expect us to continuously improve our machines to achieve increasingly higher levels of resource efficiency and longevity.

# Decarbonization

Decarbonizing our operations and those of our customers is paramount to achieving the goals of the Paris Agreement. Here, we have carried out an analysis in accordance with the Greenhouse Gas Protocol.

## Our ambition, commitment, and targets

Bystronic aims to bring its business in line with the Paris Agreement. Its goal is to limit global warming to well below 2°, ideally to 1.5° Celsius. In order to deliver on the Scope 1 and 2 targets required to meet 1.5°, we are pursuing a strategy of “climate-neutral production”, involving a shift towards green energy, the installation of photovoltaic systems, and the transition of our vehicles to e-mobility.

Our climate-neutral production strategy foresees a reduction of our Scope 1 and 2 emissions by 50% until 2030. To achieve this, we are optimizing our energy consumption, switching to renewable energy sources, and installing photovoltaic systems at our own sites. For 2021, we also carried out our first evaluation of Scope 3 emissions. In this regard, we are improving the

efficiency of our machines and processes in order to drastically reduce the impact during the use phase of the machines we produce. In the long term, we aim to achieve climate-neutral production.

## Our management approach, policies, and responsibilities

Bystronic has continuously enhanced its GHG emissions calculations. In 2020, we calculated the Scope 1, 2, and 3 emissions of our headquarters in Niederönz. In the next year, we expanded our analysis to calculate in accordance with the principles of the Greenhouse Gas Protocol the Scope 1 and 2 emissions of our seven manufacturing sites and two refurbishing sites and our sales centers worldwide. In 2022, we expanded this first global carbon footprint calculation by including Scope

3, Category 1 (purchased goods & services) and 11 (use of sold products). These two categories were identified as the most significant in the comprehensive carbon footprint assessment we conducted for Niederönz in 2020. Categories 1 and 11 accounted for more than 90% of all emissions in this assessment. For the assessments in the coming years, we will examine further Scope 3 topics at our customers' sites, such as nitrogen consumption or waste generation.

We are continuously working on reducing the energy consumption at all our sites and are thus reducing our impact on the climate. At some sites, for example, we are already using the heat from our machines to heat our buildings. At our headquarters in Niederönz, we are planning a state-of-the-art energy center, which is designed to utilize the heat of the

# 14.7

Scope 1 & 2, total emissions per net sales (tCO<sub>2</sub>e/CHFm)



groundwater and will allow us to measure and control our energy mix in detail.

By switching to the production of fiber lasers instead of conventional CO<sub>2</sub> lasers, we have considerably increased our customers' efficiency and thus decreased their energy consumption.

The overall responsibility for this topic lies with the Chief ESG Officer. Responsibility for the operational level (Scope 1 and 2) lies with the Head of Operations, and that for indirect emissions (Scope 3) with the Global Manager for Sustainable Development.

**Key measures, activities, and evaluation**

To improve the carbon footprint of our sites, we already implemented a number of measures over the past few years. In 2019, we modernized a production hall in Niederönz, Switzerland, and installed a green roof. Its insulating properties have positive energy effects in both summer and winter. To lower our operational emissions, we switched to renewable electricity at our production site in Gotha, Germany, in 2020. This was one of the main reasons for the reduction of the carbon footprint of this site by over 30% (market-based approach). In 2021, we decided to switch the electricity supply in Niederönz to hydropower with effect from 2022.

Since we only started assessing Scope 3 emissions in 2021, year-over-year comparisons are currently only possible for Scope 1 and 2 emissions. The additional complexity of measuring Scope 3 emissions revealed some weaknesses in the data collection process. Consequently, we plan to improve our global data management system in the coming years.

**Success story**

**Transition from CO<sub>2</sub> to fiber laser technology**

Over the past decade, Bystronic achieved a major transition of one of its core technologies: the laser source of its laser cutting systems. This has had a huge impact on the company's overall energy consumption.

More than 30 years ago, Bystronic launched its very first cutting solution based on CO<sub>2</sub> laser technology. Bystronic was one of very few companies that succeeded in commercializing this technology and thus laid the cornerstone for its global success.

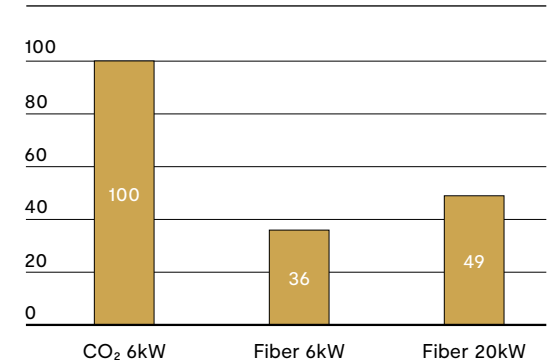
CO<sub>2</sub> lasers typically have a wall-plug-efficiency – i.e. the efficiency with which the system converts electrical power into optical power – in the range of 10 to 15 percent. The remaining energy is lost as heat. At that time, such efficiency levels were state-of-the-art and were entirely accepted by the market.

After the turn of the millennium, the first fiber lasers started becoming available – offering many advantages compared to CO<sub>2</sub> lasers. Bystronic was one of the first companies to successfully implement the new technology, which again translated into business success. The key driver of fiber technology was the massive increase in machine productivity at equal laser outputs, a characteristic that is attributable to fundamental cutting physics.

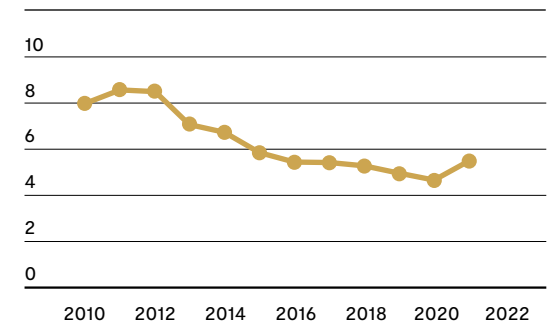
In terms of sustainability, the significantly higher efficiency of fiber lasers has dramatically reduced the energy consumption of Bystronic cutting machines.

Due to the new laser technology and the optimization of its production and buildings infrastructure, Bystronic has been able to significantly reduce its electricity consumption. The increase of electricity consumption in 2021 is related to the increasing laser output of the cutting machines.

**Max. power consumption**  
in % (CO<sub>2</sub> = 100%)



**Electricity consumption at Bystronic's Niederönz site**  
in 1000 MWh



**Greenhouse gas emissions (Scope 1 & 2)**

in t CO <sub>2</sub> e/year	2019	2020	2021
Scope 1 & 2, total emissions location-based	11,394	11,729	13,850
Scope 1 & 2, total emissions market-based	10,937	11,021	12,983
Scope 1, direct emissions	6,092	6,293	6,829
Scope 2, energy indirect emissions – location-based method	5,301	5,435	7,022
Scope 2, energy indirect emissions – market-based method	4,845	4,728	6,154

**Greenhouse gas emissions (Scope 3 - Cat. 1 & 11)**

in t CO <sub>2</sub> e/year	2021
Scope 3, total emissions (Cat. 1 & Cat. 11)	1,810,798
Purchased goods & services (cat. 1)	302,812
Use of sold products (Cat. 11)	1,507,986

Compared to 2020, the Scope 1 and 2 emissions increased in 2021 due to more intensive production activities and the hiring of additional employees following the relatively weak production year due to the Covid-19 pandemic. However, the analysis enabled us to uncover potentials for improvements, such as a switch to electricity from renewable sources.

Our Scope 3 emissions in 2021 amounted to approximately 1.8 million metric tons of carbon dioxide equivalents (CO<sub>2</sub>e).

**Outlook**

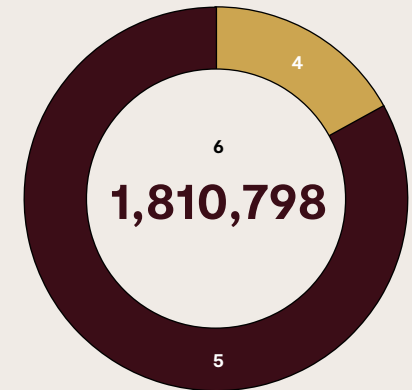
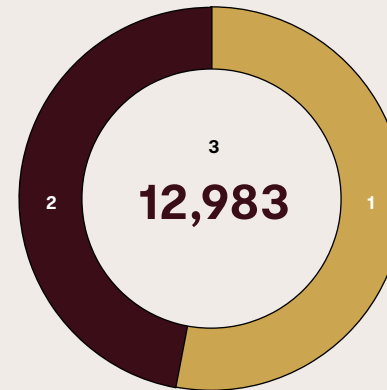
We will continue to pursue our goal of minimizing our carbon footprint. By continuously improving our global data collection and the calculation of our emissions, we will be able to take even more targeted measures in the future. In 2022, we plan to conduct life cycle assessments (LCAs) for our products in order to identify where we can achieve the greatest impact. In addition, we will introduce sustainability in our product engineering processes (PEP) and carry out standardized measurements to identify potential energy savings. Once the baseline has been identified, we will also define a science-based target for our Scope 3 emissions.

**Bystronic's greenhouse gas emissions**

by scope in 2021 in t CO<sub>2</sub>e/year

Scope 1 & 2

Scope 3



- 1 Scope 1, direct emissions **6,829**
- 2 Scope 2, energy indirect emissions - market-based method **6,154**
- 3 Scope 1 & 2, total emissions market-based **12,983**
- 4 Scope 3, purchased goods & services (Cat. 1) **302,812**
- 5 Scope 3, use of sold products (Cat. 11) **1,507,986**
- 6 Scope 3, total emissions (Cat. 1 & Cat. 11) **1,810,798**

# Resource Efficiency & Circular Economy

Demand for resources is growing and they are becoming ever scarcer. Consequently, Bystronic has committed to circularity. Our R&D and product development have integrated the topic of sustainability in order to optimize the life cycle of our solutions and use resources more efficiently.

## Our ambition, commitment, and targets

Bystronic is committed to driving forward circularity and resource efficiency in its own operations and in the manufacturing industry at large. Consequently, we support the SDG 12 “Responsible consumption and production”. We intend to promote collaboration throughout the industry to eliminate waste and pollution and to develop and use circular products and materials.

## Our management approach, policies, and responsibilities

With regard to circularity and resource efficiency, Bystronic sees two areas where it can influence the topic: at its own sites and at its customers’ sites.

At our own sites, we have implemented a waste management system for waste separation and recycling, and we are tracking the volume

of waste and hazardous waste. Our production sites are constantly reducing waste and increasing recycling rates. Besides its own operations, Bystronic sees the potential to accelerate its impact in the downstream value chain. Therefore, we have established a circular approach – a four-step strategy – enabled by our service and software solutions:

### 1. Prolong the use phase for customers:

Our aim is to keep the machines we sell in use for as long as possible. Therefore, we offer our customers training on how to use our machines correctly. This prevents machine damage and consequently the need for additional spare parts or the replacement of the whole machine. The training courses are conducted on-site at the customers’ premises or at Bystronic’s training centers.

### 2. Prolong the service life of machinery:

Maintenance and revision of the machines is key to avoiding the premature end of service life. We design our machines for easy repair. Additionally, we provide on-site and remote repair services and possibilities for our customers to update older Bystronic machines, so they can continue to benefit from the latest features without having to buy a new machine.

### 3. Reuse materials and machinery components:

In order to provide an end-to-end service, we also offer refurbishment services where we completely revise used machines and offer them on the market again. We operate three refurbishment centers in the Netherlands, Romania, and the USA. The refurbishment of the machines

prolongs their service life by between 5 and 15 years, depending on the technology.

### 4. Optimize products to enable longevity:

At Bystronic, we have established a structured process to collect and analyze big data and field service data and feed it into our R&D and design process. With this input, we can drive forward new innovations and optimize existing machines.

**“Our aim is to keep the machines we sell in use for as long as possible. Therefore, we offer our customers training on how to use our machines correctly.”**

Besides optimizing the use period and service life of our machines, we are constantly working on the optimization of waste prevention during the machines' use phase. Our sophisticated nesting algorithms, for example, allow our software to create cutting plans that minimize waste during the sheet metal cutting process.

Bystronic is convinced that the push of the industry towards a more circular economy cannot be achieved by individual players in the market, but only through partnerships across the value chain: from suppliers and partners to customers. In the future, we therefore intend to strengthen our focus on facilitating and promoting partnerships and collaboration.

The responsibility for the topic "Resource efficiency & circular economy" lies with the quality department. However, other departments such as R&D are also working on the topic.

**Key measures, activities, and evaluation**

We recently initiated a feasibility study regarding the implementation of an ISO 14001 management system.

In 2021, our total waste increased from 2,734 to 3,890 metric tons. This development is a result of the increased production volume in 2021. Metal accounts for by far the largest share of our waste by weight (over 75%). However, a key advantage of this material is that it can be easily reintroduced into the resource cycle.

In 2021, we refurbished 87 machines at our refurbishment centers, which were subsequently returned to the market. We also facilitated the transfer of roughly the same number of machines directly from customer to customer.

**Outlook**

In 2022 and the following years, we will continue to resolutely pursue our ambition to drive the sheet metal industry towards greater circularity and resource efficiency. We will further integrate sustainability into our product development process. We will also conduct a life cycle analysis (LCA) of laser cutting and bending system to fully understand the environmental impacts along the value chain of our products.

For our own operations, we will expand our established quality management system with a sustainability management system.

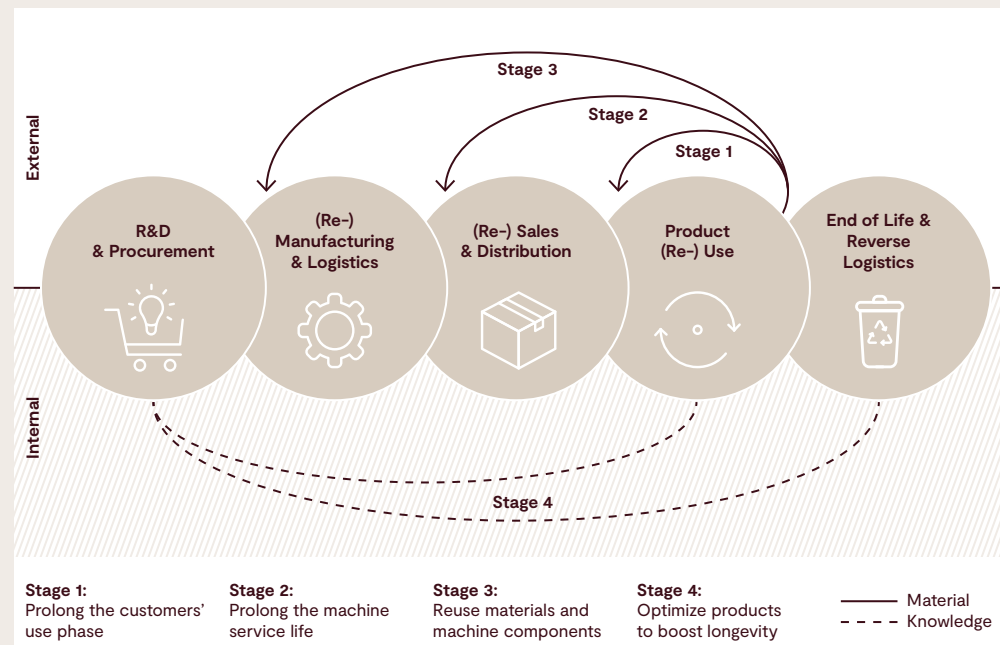
87

Refurbished machines in 2021

3,890

Total waste in 2021 in tons

**Bystronic's four circularity strategies**

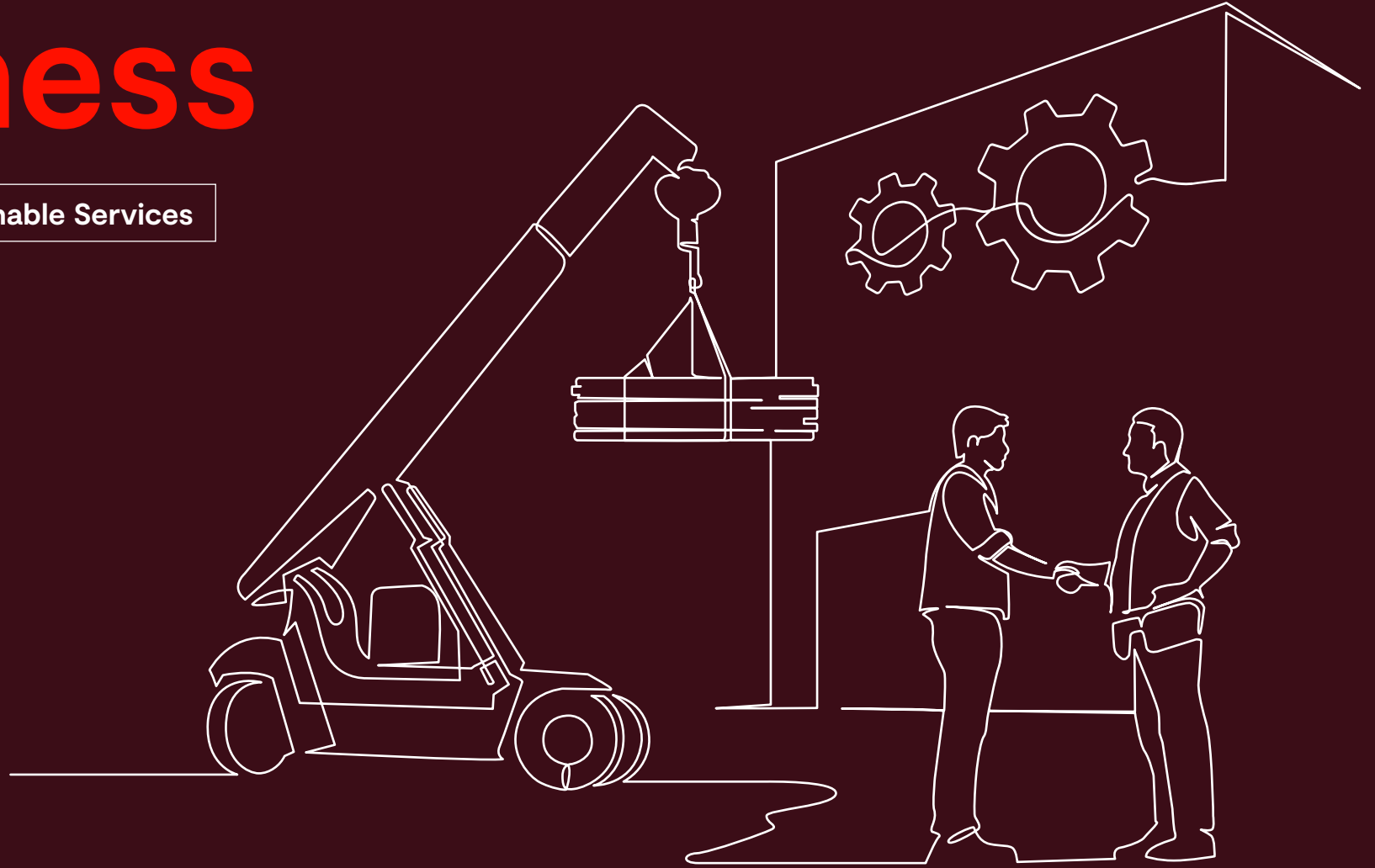


# Responsive Business

Supply Chain

Sustainable Services

Partnerships



# Why is Responsive Business Important for Bystronic?

As a responsive company, we embrace change and aim to enable our industrial ecosystem – even beyond our own value chain – to move towards sustainable production. We apply this principle to our own activities relating to innovation and digitalization, but also create an impact on our supply chain and partnerships and address both our positive and potentially negative impacts.

At Bystronic, we are aware that our business and the industry that we are a part of have a considerable impact on the environment, generating greenhouse gas emissions and waste. Therefore, we are con-

stantly pursuing “innovation and digitalization” as measures to mitigate our own impact and that of our customers.

While our main motivation to be more sustainable is intrinsic and deeply anchored in our values and mission, our investments and efforts related to innovation and digitalization also satisfy the expectations of a variety of stakeholders. We consistently place our customers’ needs at the center of our innovation process. Consequently, we are aware of their growing demand for solutions that are efficient in terms of energy and material. Many governments in Europe are implementing ever stricter regulations that require us to reduce our



Norbert Seo,  
President APAC Region

**“We consistently place our customers’ needs at the center of our innovation process. Consequently, we are aware of their growing demand for solutions that are efficient in terms of energy and material.”**

# Why is Responsive Business Important for Bystronic?

energy consumption and other negative environmental impacts. These rising expectations are also underlined by the “Fit for 55” plan established by the European Commission, which foresees innovative solutions to massively reduce industry’s CO<sub>2</sub> emissions.

The standards and expectations that we have towards our suppliers and how they handle our material topics “**diversity, inclusion, and human rights**” but also regarding environmental aspects such as resource efficiency and environmental protection, allow us to create a positive impact on their operations. In this way, we not only improve and develop the working conditions of our employees, but also of those of our suppliers.

Additionally, we can create a positive impact by means of our partnerships, since the innovative products we co-develop contribute towards generating a positive change in our industry. By using these products, our customers not only benefit economically, for example thanks to lower electricity costs, but also from lower negative impacts in their supply chain. Our investments into promising green startups and our ability to identify and adapt to new trends and demands enables us to offer state-of-the-art technology and lead our industry towards a greener and more socially equitable future.

# Sustainable Services

Bystronic’s entrepreneurial spirit has remained strong over the years. In response to ever changing global trends and stakeholder expectations, we have continuously invested in new clean-tech startups with a strong focus on co-creation, leading to sustainable solutions for our company.

## Our ambition, commitment, and targets

35 years after its founding, Bystronic’s innovative strength remains unbroken. The digital transformation of our industry is in full swing, and we are committed to remaining the innovation leader in our industry and beyond. Innovation is a key element of our Strategy 2025:

- A major contribution towards achieving our 5% annual organic sales growth target comes from our 50% innovation ratio (50% of our sales are generated with products that were launched on the market less than three years ago), which ensures rapid innovation capabilities and drives sales and profitability
- Achieving the 12% EBIT margin target will be possible thanks to efficiency gains resulting from the design-to-cost principle

- The 25% RONO target will be achieved by co-creating 80% of our innovations and thus ensuring our customers’ success

There is no doubt that digital solutions and innovation are key for Bystronic and its future. Here, our priorities lie on simplifying and modernizing the utilization of our machines and optimizing their output as well as their material and energy consumption.

Consequently, innovation and digitalization are a material topic and a pillar of our Strategy 2025 by means of which we are contributing towards SDG 8 “Decent work and economic growth”, SDG 9 “Industry, innovation, and infrastructure”, and SDG 17 “Partnerships for the goals”.

## Our management approach, policies, and responsibilities

Our innovation strategy, which ensures that we remain at the forefront of the latest technologies, is based on three steps:

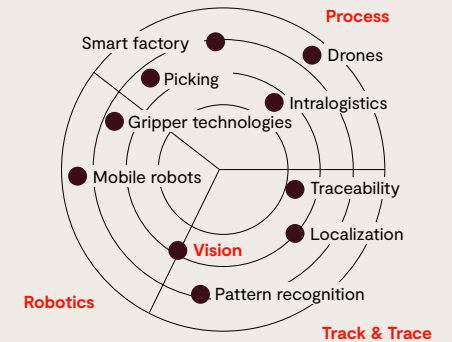
**1. Spot:** With our technology radar, we intend to inspire all our employees and business units worldwide to help improve our products and services. In short, suggestions regarding existing or future products and services can be submitted and are then cross-reviewed. The technology radar utilizes systematic screening and rating of new technologies that are potentially applicable for sheet metal processing. To increase the impact of the technology radar, we supplemented the existing ratings (e.g. strategic fit) of our technology projects with a rating for sustainability. See Fig. 1 for an example of our technology radar.

**2. Develop:** Innovative young companies can provide us with valuable impulses to solve technological challenges. Within the framework of the “Bystronic Ventures” program, we make targeted investments in startups that develop technologies that help us advance. Our focus lies on cleantech, industrial image processing, and artificial intelligence. See Fig. 2 for a brief case study of a successful technology developed on the basis of the technology radar and the Bystronic Ventures program.

In 2021 we joined the MassChallenge acceleration program as a partner. Here, the focus is on solutions that benefit the climate. MassChallenge is a non-profit organization dedicated to supporting innovation and entrepreneurship through collaboration and development. They

## Example of the technology radar

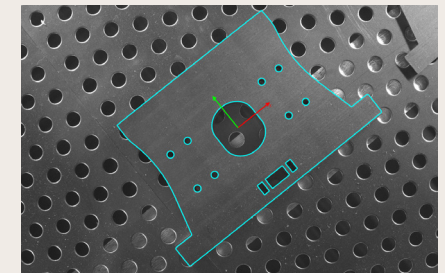
Fig. 1



## Case study

Fig. 2

The detection of defective parts is key to automated manufacturing processes.



Based on the trend “Vision” from our Radar in 2019, we developed a camera that analyzes whether the produced parts conform to specifications – if not, they are removed from the process. We will then add this as a feature to our bending automation solutions.



have more than a decade of experience in accelerating startups, industry, and innovation ecosystems, working across sectors to create a brighter future based on collaborative innovation.

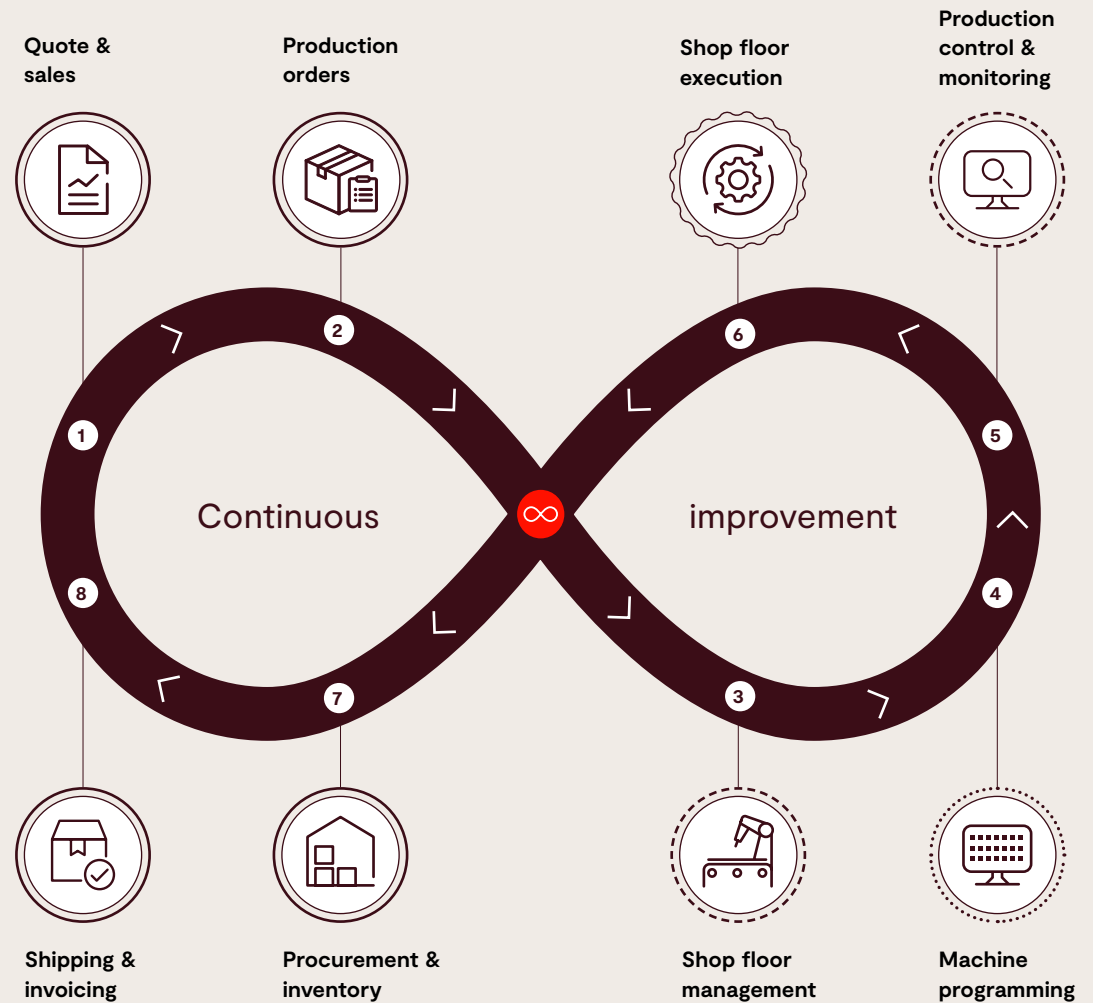
**3. Create:** We exchange know-how across our regions and co-create with customers and value chain partners. For example, the collaboration with Embotech on the optimization of process gas resulted in significant gas savings without forfeiting cutting quality or productivity.

This three-step innovation strategy allow us to create new segments, leverage our expertise from our different applications, and expand our addressable markets.

We have decided to tackle the challenge of becoming more sustainable in collaboration with other companies, especially with young and innovative startups. Within the framework of our Bystronic Ventures program, we establish partnerships that provide us with new inspiring impulses and allow us to solve technological challenges together. In order for Bystronic to consider an investment, a company must have already implemented projects in collaboration with us, and they must already have successfully launched initial products on the market.

In 2021, in order to strengthen our digital expertise, we acquired the software specialist Kurago. Prior to this, we had already jointly developed initial smart factory solutions within the framework of an innovation partnership. The acquisition is already helping us to meet our customers' growing demand for automation and digital processes with new, intelligent software solutions and manufacturing processes.

Graphical overview of the smart factory software solution



Full automation of the production flow and smart factory solutions are becoming the standard for our industry and they are a crucial element of remaining fit for the future. The digitalization of production synchronizes the material and data flows and enables our customers to greatly increase their control over and the efficiency of all their operations – from the quote all the way through to the shipping of the finished product.

The responsibility for innovation and digitalization lies with the Chief Digital Officer.

**Key measures, activities, and evaluation**

**Strong innovation process**

10% of our employees are active in research and development, which highlights how forcefully we are driving forward the development of our products and solutions. Roughly half of our current sales are generated with products that have been on the market for less than three years.

In 2021, we funded several startups. The production of sustainable solutions is one of the prerequisites for our investments. In 2021, the proportion of partnerships with sustainable development startups was almost 80%. Other stakeholders, such as customers and partners with whom we already have long-standing business relationships, are also involved in the development of innovative new solutions. This resulted in 59% of our innovations in 2021 being co-created – a 5% increase compared to 2020.

**Innovative solutions**

Our activities to manage innovation and digitalization and to mitigate our potential negative impacts are diverse. We regularly invest in startups that develop technologies that help us advance,

in particular in the fields of cleantech, industrial image processing, and artificial intelligence.

**Cleantech in laser cutting machines**

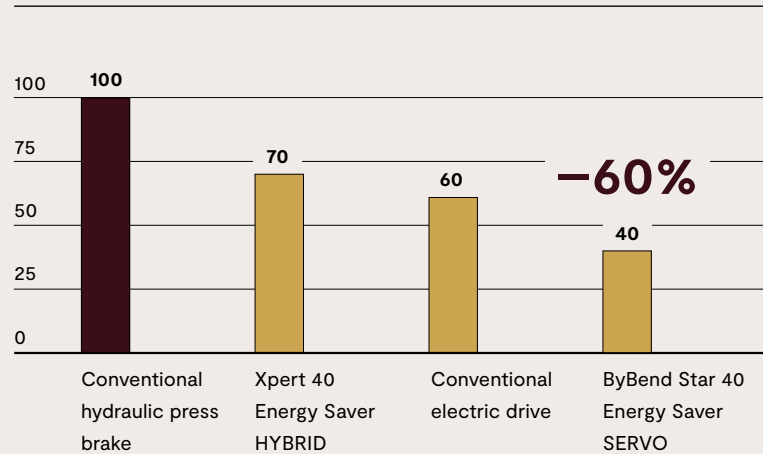
For the development of cleantech solutions, we rely on established and highly specialized partners. Together with Airco Systemdruckluft GmbH, headquartered in Frankfurt, Germany, we have been offering customers from Germany and Switzerland a solution for the in-house production of virtually 100% pure nitrogen since 2020. Recently,

we also rolled out the solution for our customers in Italy. We are thus fulfilling a growing demand: In Switzerland, nine out of ten orders of laser cutting systems also include a nitrogen generator.

In May 2021, we concluded a partnership with MSS Nitrogen Inc. to launch nitrogen generator sales in the North American market. Based in Rock Hill, South Carolina, MSS Nitrogen supplies the nitrogen generation and mixing hardware and takes care of the installation, training, and maintenance for our US customers.

**Cleantech in bending machines**

Comparison of energy consumption in %, conventional hydraulic press brake = 100%



**The Energy Saver SERVO consumes approximately 60% less energy compared to a conventional hydraulic bending machine and approximately one third less energy than a conventional electric drive.**

The system was developed by a team of highly qualified engineers with an extensive knowledge of laser cutting technology and the gas industry. Designed and manufactured specifically for fiber laser cutting, Bystronic N2 Generation powered by MSS enables high-power lasers to cut carbon steels faster and at lower costs than with oxygen, and without oxidation. Only the amount of nitrogen that is actually required is produced. This increases our customers' independence and protects the environment by eliminating the carbon emissions from gas deliveries.

**Cleantech in bending machines**

Committed to improving energy efficiency of our machines, the Energy Saver Hybrid feature, which has been optional since 2009, has been proposed as a new standard function for the Xpert series. More than 5,000 machines that have been installed with this feature are already saving approximately 30% of the energy compared to a conventional hydraulic drive.

**Outlook**

**Governance of services**

To further strengthen our focus on software solutions and digitalization, our Chief Digital Officer was appointed to the Group’s Executive Committee in January 2022.

**Product services**

From the end of 2022, a part of our bending machine portfolio will benefit from the new optional Energy Saver Servo. This function saves up to 60% of the energy compared to conventional hydraulic machines and achieves 20% faster cycle times.

**Sustainability services**

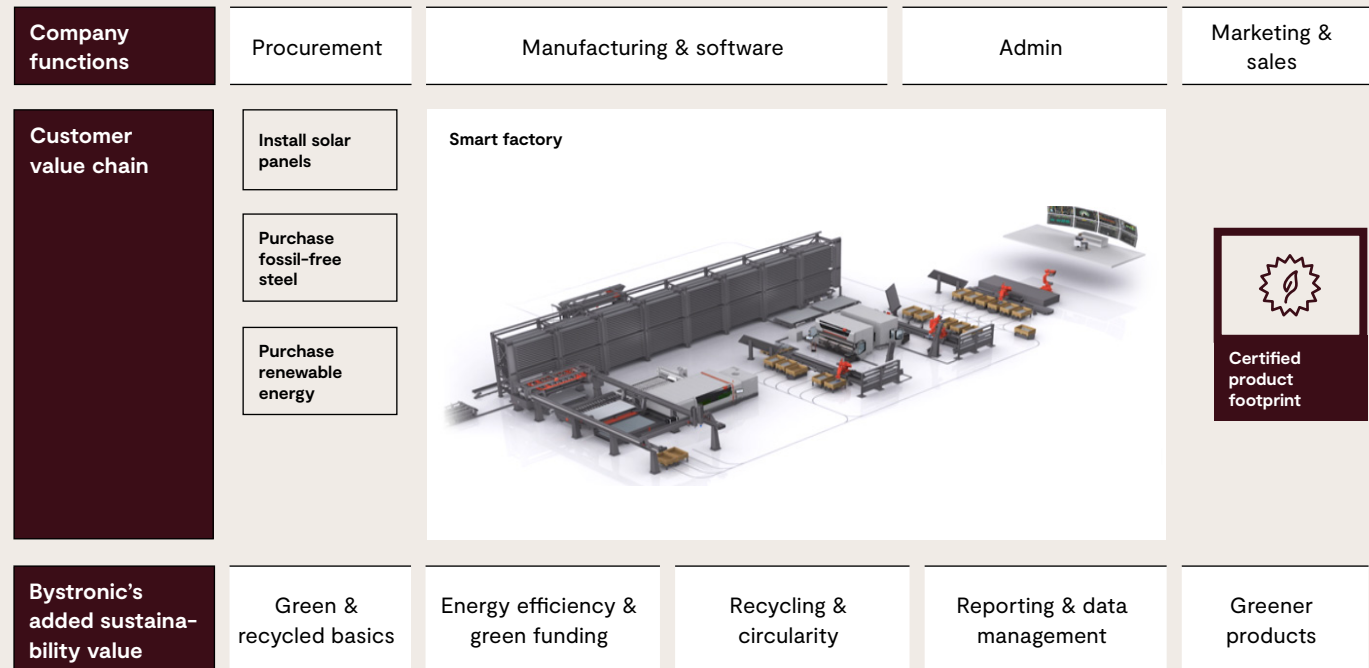
During the course of 2022, Bystronic will develop a new concept for sustainability services: In order to mitigate the impact of the metal processing industry on the climate, we intend to start offering new services to our customers. The key idea is to consult all customers on what they can do to become more sustainable – for example by reducing their steel consumption and scrap, reusing partially cut sheets, reducing energy consumption, minimizing and utilizing heat from machines to heat buildings, offering our customers tools to manage sustainability data on the shop floor, or by leveraging the efficiency gains of advanced software.

**Sustainability incentives**

CO<sub>2</sub> lasers remain the dominant technology in the sheet metal processing industry – even in 2021. In Germany and in many other countries in Europe and in Asia, job shops and OEMs can benefit from a number of governmental sustainability in-

centives if they improve the energy efficiency of their own industrial processes. Bystronic plans to help its customers to leverage these incentives to make a faster transition to the vastly more energy-efficient fiber laser technology.

**Sustainability services concept**



# Supply Chain

A global supply chain strategy requires a multifaceted approach to mitigate the most harmful impacts. Our suppliers are obligated to follow our Code of Conduct, the compliance of which we monitor by means of audits, surveys.

## Our ambition, commitment, and targets

We are aware of the potential negative impacts of our business activities and our industry. For example, for our products, we require (metal) raw materials and our customers also process metals. The extraction of aluminum, steel, and other metals can have a negative impact on the environment (physical disturbances to the landscape, soil and water contamination, air contamination) and living conditions of local communities (population displacement, violent conflicts, human rights violations). On top of this, steelmaking is highly emission-intensive and the nearly 2 billion tons of steel produced every year are responsible for around 8% of global CO<sub>2</sub> emissions.

Consequently, the protection of human rights and the environment, which includes the careful utilization of resources, is a key concern

for Bystronic. Not only our own employees and their families, but also those of our suppliers deserve safe and equitable working conditions. Consequently, we are committed to continuously increasing the awareness of this issue throughout our entire supply chain. We are also committed to working closely with our suppliers to identify and prevent potential disruptions throughout Bystronic's supply chain.

While it is our intrinsic motivation and ambition to offer fair and equitable working conditions and to work exclusively with suppliers that respect human rights, our customers also expect us to purchase products that are produced under fair working conditions and that are as resource efficient as possible. Naturally, they also expect to receive their ordered products on time and without supply chain disruptions.

## Our management approach, policies, and responsibilities

The topics of socially sustainable supply chains and human rights are managed and monitored by our Global Head of Supply Chain/Business Excellence Manager. The project management for the rollout and implementation of the sustainability strategy lies with the internal Business Excellence team, which supports Bystronic's individual purchasing areas with their respective specialized topics relating to supply chain management (SCM). The responsibility for implementing and enforcing the sustainability strategies in the markets we source from lies with the respective purchasing managers at the local sites.

At Bystronic, we place great emphasis on the communication of our values and ambitions to external parties. Thus, we have implemented a

number of measures to ensure that our suppliers offer fair working conditions and respect human rights. Neglecting this responsibility would not only negatively impact the wellbeing of workers throughout our supply chain, but could also have economic consequences for Bystronic, ranging from legal risks and follow-up costs due to delivery failures right through to long-term losses of orders caused by reputational damage.

Our supply chain initiatives are based on Bystronic's sustainability strategy and are broken down into the supply chains and applied to the respective suppliers. To ensure that our suppliers meet our requirements and to minimize potential negative impacts throughout our supply chain, we apply a multi-step approach: Firstly, our suppliers and business partners must recognize our Code of Conduct and comply with

our ethical guidelines, or demonstrate that they adhere to equal or higher standards. We require our suppliers to respect the principles laid out in our Code of Conduct and consequently expect them to ensure equal, safe, and decent working conditions and fair wages, and to actively combat harassment, discrimination, and any forms of forced and child labor. If they operate in high-risk sectors, they must demonstrate their efforts to protect human rights and submit plans for improvement where appropriate. We verify their compliance by means of assessments, audit certificates, and supplier questionnaires. We have also defined and described the requirements and expectations we place on our suppliers in our “Supply Chain and Procurement Policy”, which calls for responsible corporate governance and compliance with labor and human rights. Compliance with this policy is mandatory for our procurement team and purchasing managers.

#### **Key measures, activities, and evaluation**

In order to facilitate the monitoring of additional potential risks in our supply chain, we introduced the “riskmethods” web application for all SCM departments. The application continuously screens suppliers based on its own database and publicly available information. This enables us to more efficiently obtain and follow up on supplier violations of SCM risks and sustainability and human rights criteria.

We also implemented internal activities to raise awareness and underline the importance of human rights: Relevant employees from our supply chain and procurement departments received training on (social) sustainability topics, and we continued to expand and integrate our

**“We will collaborate closely with our suppliers to further enhance our decarbonization efforts and we will increase the monitoring and accountability of our suppliers.”**

sustainable procurement strategy throughout our SCM and procurement organization. For this reason, key persons and users for the topic of sustainability and respect for human rights were nominated by the local purchasing managers, who pass on their expertise to their colleagues based on the train-the-trainer approach. These key users have also been brought together under the leadership of the Business Excellence team to form a specialist committee, which will continue to develop and expand our expertise on this topic. The outcomes of this specialist committee are reported to our Global Supply Chain Management.

#### **Outlook**

With regard to our efforts relating to the protection of human rights, the above-mentioned specialist committee will be instrumental in driving forward the implementation of the SCM Sustainability Roadmap 2025. In addition, in order to ensure the ongoing expansion of our efforts in this field beyond 2022, our procurement departments will be assigned sustainability criteria and metrics upon which they will be required to base their development and against which they will subsequently be assessed.

We will collaborate closely with our suppliers to further enhance our decarbonization efforts and we will increase the monitoring and accountability of our suppliers. The cooperation with EcoVadis will be launched by Bystronic’s SCM in 2022 and gradually rolled out throughout the entire SCM and purchasing organization over the following years.

On the basis of the information from the supplier portfolio, Bystronic will also introduce the Risk-IQ Radar in 2022 within the framework of its collaboration with EcoVadis. The Risk-IQ Radar is intended to enable the Bystronic purchasing team to utilize intuitive evaluations to identify which of its suppliers have already obtained the EcoVadis sustainability certification, taking into account the criticality of the individual product groups.

Thanks to this external sustainability rating, we will gain more in-depth insights into the conduct of our supplier base and be able to derive procurement-related measures and decisions, that are in line with Bystronic’s values, standards, and strategies.

# Partnerships

Co-creating together with partners who are committed to sustainability is essential for Bystronic. We aim to maximize our positive impact by pursuing a range of initiatives such as net-zero production, renewable and alternative energy sources, and optimizing our production innovation to increasingly integrate sustainability into our products.

## Our ambition, commitment, and targets

Maintaining strong and trustworthy partnerships with our stakeholders is an essential element of our philosophy. Sustainability and our customers' needs are the main focus of our innovation and product development processes. In this way, we not only work on reducing our own impact on the environment but also help our customers to improve their sustainability.

We believe that innovation based on collaboration and exchange is key to achieving an important pillar of our ambitious Strategy 2025: ESG improvement. Based on our strategy, we strive to create sustainable value and thus contribute to SDG 12 "Responsible consumption and production", SDG 13 "Climate action", and SDG 17 "Partnerships for the goals", which clearly align with many of our material topics, such as energy

and climate change, resource efficiency, longevity and cyclability, and innovation and business model viability.

Together with our partners, we aim to pioneer the transformation of the sheet metal sector into a clean, environmentally friendly industry.

## Our management approach, policies, and responsibilities

Bystronic has been committed to co-creation and sustainable partnerships for many years. Updates on improvements related to sustainability and progress on partnerships are regularly presented at the Board meetings. At Group level, the responsibility for this topic is shared between the Chief ESG Officer and the Chief Technology Officer.

## Key measures, activities, and evaluation

In 2021, we funded several startups. The production of sustainable solutions is a prerequisite for Bystronic's investments in startups. Consequently, 100% of our investments were aligned with our sustainability strategy. Thanks to our continuous dialogue with our customers and their involvement in the development of innovative new solutions, 80% of our new products were the result of co-creation.

To ensure that innovation will continue to be one of the main drivers of our future growth, we introduced our corporate venturing program through which we invest in sustainable startups that specialize in clean technologies.

In 2021, for example, Embotech helped us to increase the precision and speed of our systems. And in 2020, we teamed up with Airco

Systemdruckluft GmbH to offer our customers the possibility of generating their own nitrogen (see Sustainable Services, p. 40).

Co-creation, however, is not only achieved by means of investments or business partnerships. We also invite our customers to participate in this process and maintain a constant dialogue and exchange of ideas during the development of our sustainable solutions. One example is the Competence Days 2021 where we presented our latest innovations in Switzerland and China. The Digital Competence Days complemented the on-site events and offered the opportunity for a virtual exchange of information and ideas.

To foster our own employees' awareness of the importance of sustainability, we initiated a partnership with the Institute for Business Sustainability: In 2021, three of Bystronic's top

## Key partners

 The Institute for  
Business Sustainability

**SDGXCHANGE**  
Strategies of change in exponential times

**ecovadis**

Der Verband für  
nachhaltiges Wirtschaften  
**öbu**

management staff participated in the 10-month “Diploma in Advanced Sustainability” executive program. This intensive training course mixes three complementary approaches, sustainable business, leading change, and project management experience, and is endorsed by the World Business Council for Sustainable Development and by the UN Global Compact Network Switzerland.

### Outlook

To remain competitive and innovative, Bystronic partners with the Swiss Innovation Agency Innosuisse and the Swiss Federal Institute of Technology (ETH) in Zurich to identify startups that can help improve Bystronic’s position in the market and its sustainability performance.

In 2022 the participation in a partnership with the Institute for Business Sustainability, allowed us to enhance the integration of sustainability into Bystronic’s strategy and to incorporate sustainability-related aspects throughout the whole company. In addition, our Chief Technology Officer appointed a leader in R&D to implement further measures to improve the ecological design of our machines.

Furthermore, in 2022, our Chief ESG Officer further accelerated the visibility of sustainability topics for our key stakeholders within the context of the collaborative and dynamic SDGX-change event. This is a hands-on strategy tool that creates outside-in business opportunities by means of positive contributions to the United Nations Sustainable Development Goals. The event enables us to gather more than 100 ideas from internal (40%) and external (60%) participants with diverse profiles (internal, R&D, sales,

and marketing staff, sustainability consultants, experts from other sectors, partners, customers, etc.) and helped us to identify and gain an overview over the expectations of our various stakeholders. Hot topics of the workshop included:

- The reduction of the sheet metal industry’s impact on global warming
- The increasing need for the utilization of renewable energy in the metal industry
- The initiatives of the metal industry towards net zero

We translated these discussions into three topic areas that we will focus on in 2022 and beyond, in order to meet the growing demands of our stakeholders, namely process circularity, net-zero products, and sustainable services.

Our material topics are tracked by means of our participation in ratings and assessments. Internally, all measures are tracked individually. In 2021, we initiated the development of a dashboard for non-financial reporting to ensure data integrity, track the effectiveness of our metrics, and evaluate our progress towards a more sustainable future. The finalization of this dashboard is expected for 2022.

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# Data and Performance



# General Data

Key indicators	Unit	YoY	2021	2020	2019
<b>Employees at year-end</b>					
Total number of employees <sup>1</sup>	#	+16%	3,543	3,054	2,987
Male	%		85%	86%	85%
Female	%		15%	14%	15%
<b>Employees by employment contract, gender, and region</b>					
Permanent contract <sup>2</sup>	#	+15%	3,474	3,020	2,943
Male	%		85%	86%	86%
Female	%		15%	14%	14%
Americas	%		8%	7%	7%
EMEA	%		53%	54%	55%
APAC	%		6%	6%	6%
China	%		33%	33%	32%
Temporary contract <sup>3</sup>	#	+103%	69	34	44
Americas	%		7%	0%	0%
EMEA	%		90%	97%	98%
APAC	%		3%	3%	2%
China	%		0%	0%	0%
Annual total compensation ratio <sup>4</sup>	%		14:3		
Collective bargaining agreements <sup>5</sup>	#		1,130		

Key indicators	Unit	YoY	2021	2020	2019
<b>Employees by type of employment, gender, and region</b>					
Full-time employment <sup>6</sup>					
Male	%		86%	87%	86%
Female	%		14%	13%	14%
Americas	%		9%	8%	7%
EMEA	%		52%	51%	49%
APAC	%		6%	6%	6%
China	%		33%	35%	38%
Part-time employment <sup>7</sup>					
Male	%		61%	58%	58%
Female	%		39%	42%	42%
EMEA	%		100%	100%	100%
<b>Apprentices</b>					
Number of apprentices	#		101	104	115

1 Total headcount excluding apprentices

2 Total headcount of employees with permanent contracts excluding apprentices

3 Total headcount of employees with temporary contracts excluding apprentices

4 The highest total target compensation is 14.3 times the median total target compensation

5 Employees from 13 different countries that are employed within the framework of a collective labor agreement

6 Distribution based on headcount of full-time employees excluding temporary employees and apprentices

7 Distribution based on headcount of part-time employees excluding temporary employees and apprentices

# Empowered People

## Diversity, inclusion & human rights

Key indicators	Unit	YoY	2021	2020	2019
<b>Board of Directors</b>					
Board of Directors	#		7	7	7
Male	#		7	7	7
Female	#		0	0	0
<b>Extended Executive Committee</b>					
Employees in the Extended Executive Committee	#	+8%	13	12	12
Male	%		85%	83%	92%
Female	%		15%	17%	8%
<30	%				
30-50	%		46%	50%	50%
>50	%		54%	50%	50%

## Employees reporting directly to the senior management

Total number of employees reporting directly to the EEC <sup>1</sup>	#		90	-	-
Male	%		79%	-	-
Female	%		21%	-	-

<sup>1</sup> Number of employees reporting to a member of the Extended Executive Committee excluding employees who report directly to the CEO

Key indicators	Unit	YoY	2021	2020	2019
<b>New hires</b>					
Total new employees hired	#	+76%	858	488	595
Male	%		84%	84%	81%
Female	%		16%	16%	19%
Americas	%		14%	11%	9%
EMEA	%		42%	37%	47%
APAC	%		5%	8%	6%
China	%		39%	44%	38%

### Workplace/occupational health & safety

Key indicators	Unit	YoY	2021	2020	2019
<b>Occupational safety</b>					
Number of recordable injuries <sup>1</sup>	#	+55%	31	20	16
Rate of recordable injuries <sup>2</sup>	#	+35%	1.6	1.2	1.0
Fatalities	#		0	0	0

### Talent attraction & development

Key indicators	Unit	YoY	2021	2020	2019
<b>Survey results</b>					
Employee NPS <sup>3</sup>	score		30.6	–	–
Voluntary employee turnover rate <sup>3</sup>	%	+26%	6.8%	5.4%	–
Employee Engagement Score <sup>3</sup>	score		82	–	–
<b>Employee turnover</b>					
Total employee turnover rate <sup>3</sup>	%		13%	12%	8%
Total employee turnover	#	+20%	440	368	233

1 At production sites in Switzerland, Germany, Italy, China, and the US

2 See glossary

3 See glossary

# Sustainable Solutions

## Energy & climate change

Key indicators	Unit	YoY	2021	2020	2019
<b>Energy consumption</b>					
<b>Total energy consumption</b>	<b>MWh</b>		<b>46,943</b>		
Diesel and petrol	MWh		13,907		
LPG	MWh		55		
Natural gas	MWh		10,526		
Fuel oil	MWh		1,718		
District heating	MWh		2,326		
Electricity	MWh		18,411		
<b>Energy intensity per net sales<sup>1</sup></b>	<b>MWh/ CHFm</b>		<b>50.0</b>		

## Greenhouse gas emissions (Scope 1 & 2)

<b>Scope 1 &amp; 2, total emissions market-based</b>	tCO <sub>2</sub> e	<b>+18%</b>	<b>12,983</b>	<b>11,021</b>	<b>10,937</b>
<b>Scope 1 &amp; 2, total emissions location-based</b>	tCO <sub>2</sub> e	<b>+18%</b>	<b>13,850</b>	<b>11,729</b>	<b>11,394</b>
Scope 1, direct emissions	tCO <sub>2</sub> e	+9%	6,829	6,293	6,092
Scope 2, energy indirect emissions - location-based method	tCO <sub>2</sub> e	+29%	7,022	5,435	5,301
Scope 2, energy indirect emissions - market-based method	tCO <sub>2</sub> e	+30%	6,154	4,728	4,845
<b>Scope 1 &amp; 2, total emissions per net sales<sup>2</sup></b>	<b>tCO<sub>2</sub>e/ CHFm</b>	<b>+1%</b>	<b>14.7</b>	<b>14.6</b>	<b>12.2</b>

<sup>1</sup> Based on net sales in 2021

<sup>2</sup> Based on net sales in 2019, 2020, and 2021

<sup>3</sup> Based on Scope 3 - Cat. 1 & Cat. 11 emissions

Key indicators	Unit	YoY	2021	2020	2019
<b>Greenhouse gas emissions (Scope 3 - Cat. 1 &amp; Cat. 11)</b>					
<b>Scope 3, total emissions<sup>3</sup></b>	tCO <sub>2</sub> e		<b>1,810,798</b>		
Purchased goods & services (Cat. 1)	tCO <sub>2</sub> e		302,812		
Use of sold products (Cat. 11)	tCO <sub>2</sub> e		1,507,986		
<b>Scope 1 &amp; 2 &amp; 3, total emissions<sup>3</sup></b>	tCO <sub>2</sub> e		<b>1,823,781</b>		
Share of Scope 3 emissions (market-based) <sup>3</sup>	%		<b>99%</b>		
Scope 1 & 2 & 3, total emissions per net sales <sup>1</sup>	tCO <sub>2</sub> e/ CHFm		<b>1,942</b>		

## Resource efficiency & circular economy

Key indicators	Unit	YoY	2021	2020	2019
<b>Waste management</b>					
<b>Total waste</b>	<b>ton</b>	<b>+42%</b>	<b>3,890</b>	<b>2,734</b>	<b>2,099</b>
Metals & e-Waste	ton	+43%	2,946	2,060	1,587
Wood	ton	+60%	506	316	149
Paper & cardboard	ton	+31%	218	167	127
Domestic	ton	+33%	156	117	148
Special waste	ton	-13%	57	65	77
Plastics	ton	-13%	7	8	11
<b>Metal waste share<sup>1</sup></b>	<b>%</b>		<b>76%</b>	<b>75%</b>	<b>76%</b>
<b>Waste intensity per net sales<sup>2</sup></b>	<b>ton/ CHFm</b>	<b>+21%</b>	<b>4.1</b>	<b>3.4</b>	<b>2.2</b>
<b>Refurbishment</b>					
<b>Number of refurbished machines<sup>3</sup></b>	<b>#</b>	<b>+67%</b>	<b>87</b>	<b>52</b>	<b>51</b>

1 A key advantage of this material is that it can be easily reintroduced into the resource cycle.

2 Based on net sales in 2019, 2020, and 2021

3 At our sites in Romania, the Netherlands, and the US

# Responsive Business

## Innovation & digitalization

Key indicators	Unit	YoY	2021	2020	2019
<b>Innovation</b>					
Share of innovations co-created with customers/partners	%	+5%	59%	56%	53%
Share of R&D expenses dedicated to sustainability projects	%		8.4%		
Share of startups that support our innovations in sustainable R&D projects	%		78%		

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# Annex

# About this Report

The Sustainability Report 2021 has been prepared in reference to the GRI Standards and covers the period from January 1 to December 31, 2021. It was published on October 25, 2022. Starting in 2021, we will publish our Sustainability Report on an annual basis. As it is Bystronic's first non-financial report, no restatements of information have been necessary. This report has not been externally assured, but the calculation of Scope 1 & 2 emissions for all production sites has been assured by Swiss Climate AG.

For any questions, feedback, or suggestions, please do not hesitate to contact:

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# Glossary

Term	Definition
<b>Agenda 2030</b>	In 2015, all the member states of the United Nations approved the 2030 Agenda for Sustainable Development - an action plan to help people and the planet, encompassing the 17 SDGs.
<b>APAC</b>	Asia-Pacific (APAC) is the part of the world near the western Pacific Ocean. Bystronic treats China as a region separate from the rest of APAC.
<b>ByAcademy</b>	ByAcademy is Bystronic's global in-house organization that provides educational and training services to its customers, technicians, sales staff, and managers.
<b>Collective bargaining agreement</b>	Collective bargaining agreements are written legal contracts between employers and unions representing the employees. They stipulate binding minimum wages and/or working conditions for entire industries or individual companies.
<b>Compensation ratio</b>	Compensation ratio refers to the ratio between the annual total compensation for the organization's highest-paid individual and the median annual total compensation of all employees (excluding the highest-paid individual).
<b>Competence Center</b>	Bystronic's Competence Centers act as specialized centers of excellence for individual technologies (Cutting, Bending, Tube Processing, Automation, Software Services, Global Solutions) while also offering workshops and live demonstrations for customers and employees.
<b>EMEA</b>	Europe, Middle East, and Africa (EMEA) is a geographical grouping widely used by global corporations to define regional business activity.

Term	Definition
<b>Employee Engagement Score</b>	Engagement is the degree to which employees are inspired and energized by their work. It also refers to their positive connection to an organization. Engaged employees experience their work as meaningful and rewarding, are proud of their jobs, and feel that they fit in at the organization. They are willing to go the extra mile because they love what they do and where they work. The Employee Engagement Score tells how enthusiastic the employees are about their work and how connected they feel to the organization. The score ranges from 0 (the most negative assessment) to 100 (the most positive assessment).
<b>Employee NPS</b>	The Employee Net Promotor Score (eNPS) shows the extent to which employees promote Bystronic as a good employer to others. The score is determined as follows: % promoters (employees who rate their own satisfaction with Bystronic with 9 or 10 on a scale of 0-10) - % detractors (employees who rate their own satisfaction with Bystronic between 0 and 6 on a scale of 0-10). This score predicts how likely employees are to become ambassadors of their organization.
<b>GDPR</b>	GDPR is the abbreviation for General Data Protection Regulation – the EU's data protection regulation that took effect in all member states on May 25, 2018, in order to harmonize data privacy laws throughout Europe.
<b>GRI</b>	GRI is the abbreviation for Global Reporting Initiative. GRI is an independent, international organization that helps businesses and other organizations take responsibility for their impacts by providing them with a global common language to communicate those impacts. GRI provides the world's most widely used standards for sustainability reporting – the GRI Standards.
<b>HR Committee</b>	HR Committee refers to a committee of the Board of Directors of Bystronic AG. The HR Committee prepares major decisions relating to Bystronic's workforce and submits its proposals to the Board of Directors. The HR Committee is made up of 3 members of the Board of Directors.

Term	Definition
<b>Individual Development Plan</b>	Individual Development Plan refers to a written agreement between line manager and employee regarding the employee's development areas and short-, medium-, and long-term measures with which certain development goals are to be achieved.
<b>Industry 5.0</b>	According to the European Union, Industry 5.0 "provides a vision of industry that aims beyond efficiency and productivity as the sole goals, and reinforces the role and the contribution of industry to society" and "places the wellbeing of the worker at the centre of the production process and uses new technologies to provide prosperity beyond jobs and growth while respecting the production limits of the planet".
<b>Innovation ratio</b>	The innovation ratio refers to the ratio between the annual net sales generated with products that were launched on the market within the past three years and total net sales.
<b>LCA</b>	LCA or life cycle assessment describes the process of evaluating the effects that a product has on the environment over the entire period of its life, allowing measures to be taken to increase resource efficiency or mitigate negative impacts. It can be used to study the environmental impact of either a product or the function the product is designed to perform.
<b>Materiality</b>	Materiality refers to an organization's significant economic, environmental, and social impacts, or to issues that substantively influence the assessments and decisions of an organization's stakeholders.
<b>MyLearning platform</b>	MyLearning platform refers to a site in Bystronic's learning management system (LMS). The MyLearning platform provides employees with an overview of all the internal and external training courses made available by ByAcademy.
<b>Near miss</b>	A near miss, near hit, or close call is an unplanned event that has the potential to cause, but does not actually result in human injury, environmental or equipment damage, or an interruption to normal operation.
<b>Non-guaranteed hours</b>	Non-guaranteed hours refers to employment contracts with Bystronic AG or a subsidiary of Bystronic AG that stipulates an hourly wage and does not guarantee a certain number of work hours. The employee may be requested to work - within the boundaries set in the employment contract and/or by labor law - depending on the business needs.

Term	Definition
<b>ÖBU</b>	ÖBU stands for "Ökologisch Bewusste Unternehmensführung" (ecologically aware corporate governance). ÖBU is the Swiss network for sustainable business. The business association, founded in 1989 with around 350 members, advocates awareness of economic, ecological, and social responsibility in business life. ÖBU promotes the concrete implementation of advanced sustainability standards, works with its members on the "economy of the future", and is committed to the necessary framework conditions.
<b>Permanent contract</b>	Permanent contract refers to an employment contract with Bystronic AG or a subsidiary of Bystronic AG that has no fixed end date; it runs until one party gives notice or until the employee reaches the statutory age of retirement.
<b>Rate of recordable injuries</b>	The rate of recordable Injuries is defined as the total number of recordable worked-related injuries divided by the number of hours worked multiplied by 200,000. This rate is one of the key indicators for health and safety materiality. 200,000 represents the hours that 100 employees work on average during 40-hour week, 50 weeks per year.
<b>Recordable injury</b>	A recordable incident is a work-related injury or illness that results in any of the following: death, loss of consciousness, day(s) off work, restricted work activity or job transfer, diagnosis of cancer or chronic irreversible diseases, punctured eardrum, fractured or cracked bones, medical treatment beyond first aid. Recording is simply the act of tracking an on-the-job injury or illness. As Bystronic is present in many different countries with different health and safety regulations, the recording of incidents differs from one country to another.
<b>Refurbished machine</b>	Re-used or refurbished machines have either had a previous life or have been returned to the manufacturing process due to a defect. Parts may have been replaced and/or repaired prior to retail.
<b>SDG</b>	The 17 SDGs or Sustainable Development Goals were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity.
<b>SDGXchange</b>	SDGXchange is a hands-on strategy tool that creates outside-in business opportunities through positive contributions towards the SDGs.
<b>SUVA Safety Charter</b>	The SUVA Safety Charter stipulates safety rules that address employees, supervisors, and planners. SUVA is the Swiss Accident Insurance Institution. Subscribers to the Charter commit to always respect the safety rules.

Term	Definition
<b>swiss export</b>	swiss export is an association that strives to convey current export knowledge in a practical way and to network member companies.
<b>Swissmem</b>	Swissmem is the association for Switzerland's mechanical and electrical engineering industries (MEM industries) and related technology-oriented sectors.
<b>Temporary contract</b>	Temporary contract refers to an employment contract with Bystronic AG or a subsidiary of Bystronic AG that has a fixed term; it ends without notice at the end of the agreed term.
<b>Total employee turnover rate</b>	Total employee turnover rate refers to the ratio between the total number of employees whose permanent contract ended during a calendar year and the average number of employees during that calendar year. The average number of employees is calculated by taking the simple average between the headcount at the beginning of the calendar year (January 1) and at the end of the year (December 31).
<b>UN Global Compact</b>	The United Nations (UN) Global Compact is a voluntary initiative based on the commitments of Chief Executive Officers to implement universal sustainability principles and to take steps to support UN goals.
<b>Voluntary employee turnover</b>	Voluntary employee turnover refers to the ratio between the number of employees whose permanent contract with Bystronic AG or a subsidiary of Bystronic AG ended during a calendar year due to their own resignation and the average total number of employees during that calendar year. The average number of employees is calculated by taking the simple average between the headcount at the beginning of the calendar year (January 1) and at the end of the year (December 31).
<b>Workplace safety team</b>	A workplace safety team ensures an effective and sustainable workplace safety program within an organization by combining knowledge and experience of the management and the employees, identifying relevant problems and measures in a timely and efficient manner, enhancing working relationships between hierarchy levels, improving attitudes that positively affect the corporate culture, enhancing product and workplace quality and employee morale, and providing a melting pot for new ideas by means of observation, debate, and action.

# GRI Content Index

Bystronic has reported the information cited in this GRI content index for the period from January 1, to December 31, 2021, with reference to the GRI Standards.

## GRI 1 used

## GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
<b>General disclosures</b>		
	The organization and its reporting practices	
GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Report, p. 6-7 Annual Report, p. 41
	2-2 Entities included in the organization's sustainability reporting	Sustainability Report, p. 7
	2-3 Reporting period, frequency, and contact point	Sustainability Report, p. 56
	2-4 Restatements of information	Sustainability Report, p. 56
	2-5 External assurance	Sustainability Report, p. 56
<b>Activities and workers</b>		
GRI 2: General Disclosures 2021	2-6 Activities, value chain, and other business relationships	Sustainability Report, p. 8-10
	2-7 Employees	Sustainability Report, p. 49

GRI Standard	Disclosure	Location
<b>Governance</b>		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Sustainability Report, p. 14 Annual Report, p. 41 ff.
	2-10 Nomination and selection of the highest governance body	Sustainability Report, p. 14 Annual Report, p. 46
	2-11 Chair of the highest governance body	Sustainability Report, p. 14 Annual Report, p. 43, 46
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report, p. 14
	2-13 Delegation of responsibility for managing impacts	Sustainability Report, p. 14
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report, p. 14
	2-15 Conflicts of interest	Sustainability Report, p. 15 Annual Report, p. 46
	2-17 Collective knowledge of the highest governance body	Sustainability Report, p. 14
	2-18 Evaluation of the performance of the highest governance body	Annual Report, p. 70
	2-19 Remuneration policies	Annual Report, p. 69 ff.
	2-20 Process to determine remuneration	Annual Report, p. 69 ff.
	2-21 Annual total compensation ratio	Sustainability Report, p. 49

GRI Standard	Disclosure	Location
<b>Strategy, policies, and practices</b>		
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Sustainability Report, p. 4
	2-23 Policy commitments	Sustainability Report, p. 11, 14-15
	2-24 Embedding policy commitments	Sustainability Report, p. 11, 14-15
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report, p. 15
	2-28 Membership associations	Sustainability Report, p. 18
<b>Stakeholder engagement</b>		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Sustainability Report, p. 18
	2-30: Collective bargaining agreements	Sustainability Report, p. 49
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report, p. 17
	3-2 List of material topics	Sustainability Report, p. 17
<b>Diversity, inclusion &amp; human rights</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report, p. 20-23, 44-45
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Sustainability Report, p. 23, 50

GRI Standard	Disclosure	Location
<b>Occupational health &amp; safety</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report, p. 20-22, 24-25
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report, p. 24-25
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report, p. 24-25
	403-3 Occupational health services	Sustainability Report, p. 24-25
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report, p. 24-25
	403-5 Worker training on occupational health and safety	Sustainability Report, p. 24-25
	403-6 Promotion of worker health	
Own disclosure	Number of recordable injuries	Sustainability Report, p. 25
Own disclosure	Rate of recordable injuries	Sustainability Report, p. 25
Own disclosure	Fatalities	Sustainability Report, p. 25
<b>Talent attraction &amp; development</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report, p. 26-28
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report, p. 28, 50-51
Own disclosure	Employee NPS	Sustainability Report, p. 27, 51
Own disclosure	Voluntary employee turnover rate	Sustainability Report, p. 28, 51
Own disclosure	Employee Engagement Score	Sustainability Report, p. 27, 51

GRI Standard	Disclosure	Location
<b>Energy &amp; climate change</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report, p. 32-34
GRI 302: Energy	302-1 Energy consumption within the organization	Sustainability Report, p. 52
	302-3 Energy intensity	Sustainability Report, p. 52
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report, p. 34, 52
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report, p. 34, 52
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report, p. 34, 52
	305-4 GHG emissions intensity	Sustainability Report, p. 52
<b>Resource efficiency &amp; circular economy</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report, p. 21-22, 35
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report, p. 35-36
	306-2 Management of significant waste-related impacts	Sustainability Report, p. 35-36
	306-3 Waste generated	Sustainability Report, p. 36, 52
Own disclosure	Number of refurbished machines	Sustainability Report, p. 36, 52
<b>Innovation &amp; digitalization</b>		
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report, p. 21-22, 40-43
Own disclosure	Share of innovations co-created with customers/partners	Sustainability Report, p. 53
Own disclosure	Share of cooperation with sustainable development startups	Sustainability Report, p. 53
Own disclosure	Percentage of R&D expenses dedicated to sustainability	Sustainability Report, p. 53

## Financial Calendar

<p><b>March 2, 2023</b></p> <p><b>Annual Report 2022</b></p>	<p><b>April 25, 2023</b></p> <p><b>Annual General Meeting</b></p>	<p><b>July 21, 2023</b></p> <p><b>Half-Year Report</b></p>
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## Reporting



### The Bystronic Sustainability Report is interactive.

In addition to our comprehensive PDF, our Sustainability Report is also available online with exciting interactive features.



Explore our Sustainability Report online:  
 → [sustainability.bystronic.com](https://sustainability.bystronic.com)

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