

Driving sustainability



Sustainability report 2021

Bobst Group SA

 **BOBST**

Water pollution, depletion of natural resources, climate change: everywhere in the world, the degradation of our environment is accelerating. The existence, habitat, and future of millions of individuals are directly at stake. The private sector is increasingly expected to play a role and contribute to solutions. As one of the world's leading suppliers of substrate processing, printing and converting equipment and services for the label, flexible packaging, folding carton and corrugated board industries, these are some of the many reasons that drive BOBST to take action.





Content

Editorial

Embedding sustainability into
BOBST business

4

4

Procurement & supply chain

35

Business ethics

37

Digitalization & data management

39

Strategy

Our vision

8

Commitment to sustainability

9

BOBST worldwide

10

Sustainability strategy

11

Materiality assessment

12

Stakeholder engagement

16

United Nations' sustainable
development goals

18

Operations reporting

20

Climate change

21

Occupational health & safety

25

Women & youth, diversity &
equal opportunity

30

Innovation

34

Equipment reporting

42

Machinery energy consumption

43

Extending the life of BOBST machines

45

Machine safety for the user

47

Packaging use & end-of-life reporting

50

Environmentally improved packaging

51

GRI index

54

GRI index

55

Embedding sustainability into BOBST business

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

“I am particularly proud to share the BOBST sustainability report 2021 we are publishing for the first time according to the Global Reporting Initiative (GRI) standards.”

All over the world, brand owners and converters are calling for a rapid transformation of the packaging industry to become more sustainable and reduce its environmental footprint. At BOBST, the change has already begun, and action is gaining pace. In 2020, our new industry vision was launched with sustainability being one of the four pillars of our strategy. Today, the materiality assessment of BOBST activities has been completed. It provides comprehensive information on our impact on climate change, human rights, and all sustainability issues related to our value chain. It creates transparency and stimulates responsible investment.

Together we are stronger

Our business has a significant role in reducing greenhouse gas emissions, improving the recyclability of materials, and promoting diversity and equal opportunity within in our organization. Sustainability means extending our corporate goals to benefit all our stakeholders to build a better future. The environmental impact of packaging remains a complex issue. To successfully meet the upcoming challenges of our industry, brand owners, converters, and solutions providers

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

want to join their forces to be stronger. BOBST has been integrating cross-industry alliances, fostering synergies among companies promoting low-carbon and Circular Economy for Flexible Packaging (CEFLEX) as well as fiber-based packaging (4evergreen Alliance) and decarbonization grounded in climate science (SBTi).

While working on cutting-edge innovations such as future plastic substitutes, we are committed to reducing our environmental footprint and providing solutions to our customers that support the design and production of sustainable packaging we need today. At BOBST, sustainability is a pragmatic mindset now and in the future. Let's discover our journey together.



Jean-Pascal Bobst
Chief Executive Officer



Strategy

> **Strategy**

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



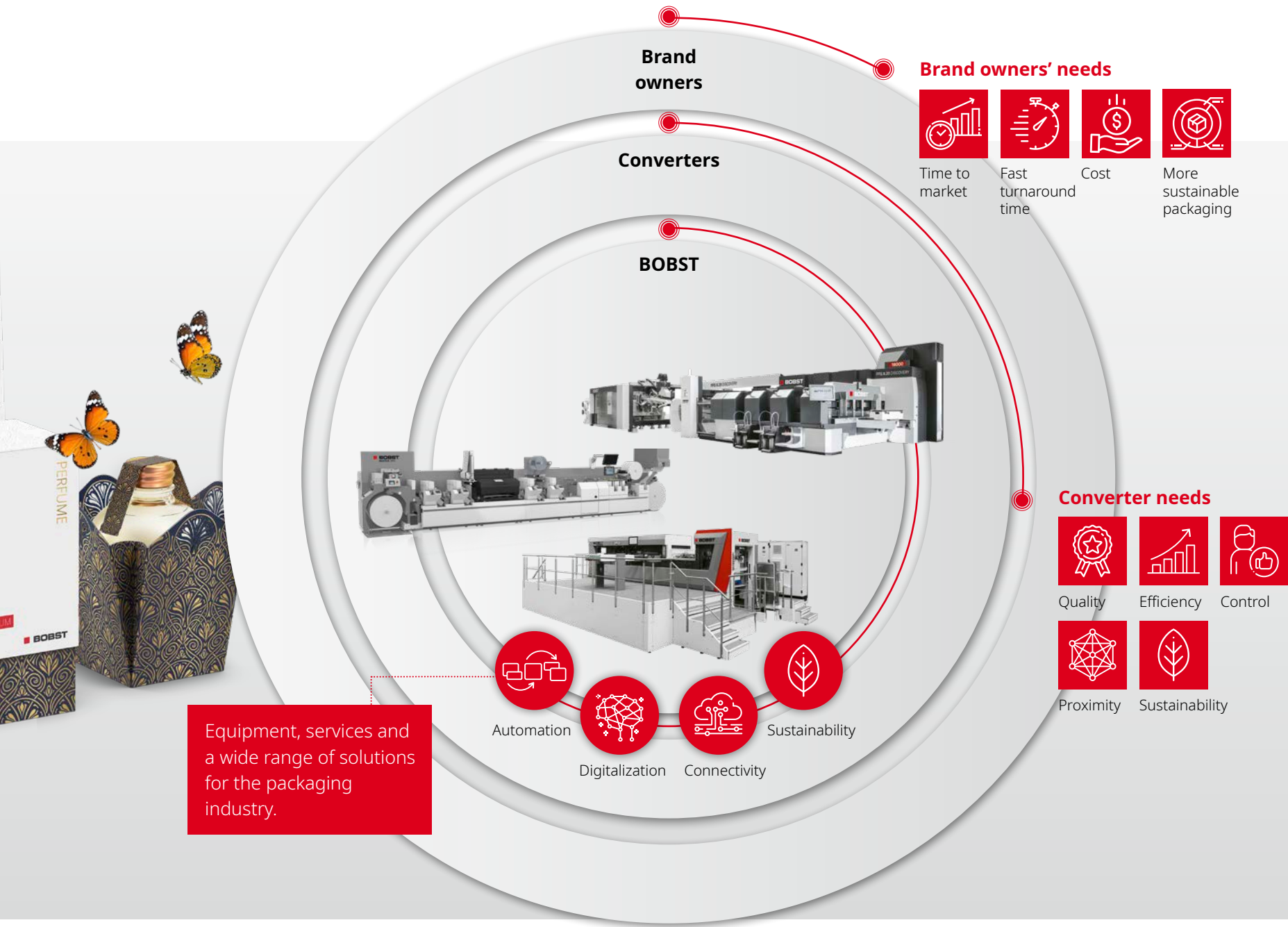
Sustainability has taken a consistent and important place in BOBST's strategy and actions. With the **three pillars** defined in its strategy – **operations, equipment, packaging use & end-of-life** – BOBST is committed to make progress in this field with relevant business indicators.

Innovations that will change the way packaging is produced and mixed teams are at the heart of all BOBST's sustainability efforts with, amongst others, reduction of waste, an increase of efficiencies, compliance with the latest regulations, and the development of environmentally improved flexible packaging solutions.

We are shaping the future of the packaging world, and we do our utmost to help the packaging sector to deliver better quality, efficiency, control, in a sustainable manner at a time when these qualities have never been more important.

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



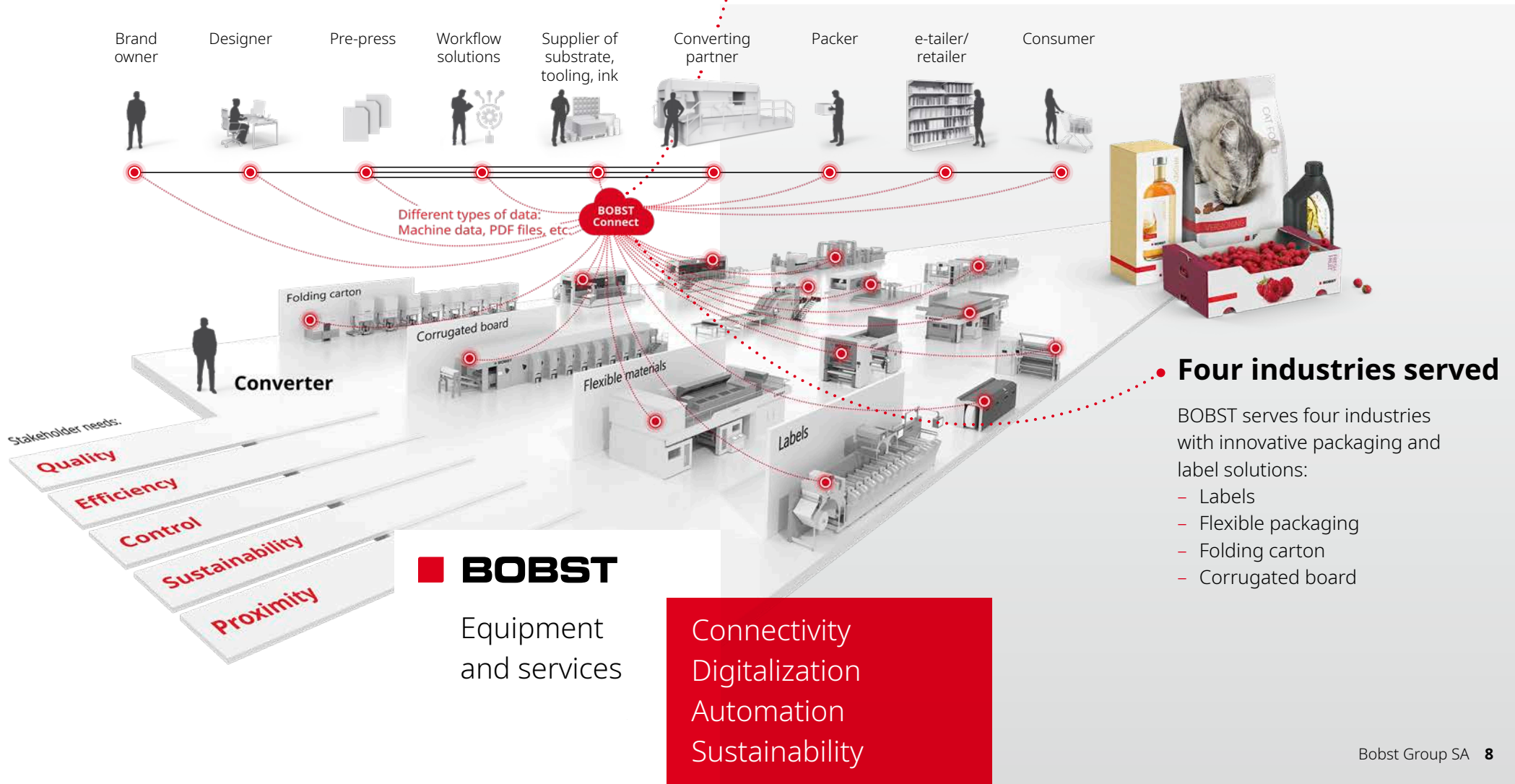
Empowering the future

Our vision

We have set out to shape the future of the packaging world by actively driving the industry transformation: from a mechanical to a digital world, and from manufacturing machines to process solutions along the entire workflow.

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



BOBST is committed to sustainability beyond its sole operations

The Group's vision includes sustainability and it fully embraces the Global Reporting Initiative (GRI) and the Environmental, Social, & Governance (ESG) criteria. It has been developed with sustainability in mind, as environmentally friendly packaging production has become the top priority for brand owners and converters.

BOBST is committed to taking measures that will help design, manufacture, operate and recycle machines across the four industries it serves: labels, flexible packaging, folding carton, corrugated board; as well as in services.

Through a materiality assessment recently conducted following the methodological recommendations of the GRI, BOBST is driving the future of packaging production through defined and identified projects fitting into three strategic streams:

- BOBST operations;
- BOBST equipment;
- Packaging use & end-of-life.

The environmental footprint of packaging is addressed holistically throughout its life cycle. A main focus area is the end-of-life of packaging, in particular the design for recyclability of packaging.

Sustainability is strongly anchored in BOBST's vision for the future. We are on the way to designing for recyclability, and this will be an ongoing process for the future.

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



Sustainability is strongly anchored in BOBST's vision for the future.

Global impact

With 65% recycled packaging by 2025, the European circular economy package sets an ambitious sustainable development goal for converters. Achieving it will require equipment that uses ever less inks, consumables and energy as well as recyclable and biodegradable substrates. These are areas where BOBST and its partners are increasing investments and innovations, particularly in plastic substitutes, the raw material for flexible packaging.

Our new sustainable strategy, based on a materiality study carried out with our employees and stakeholders, anchors this approach in our company to allow everyone to build a better future for all.

At BOBST, we believe that our current solutions are enabling major waste reductions without increasing costs and these innovations are commercially available everywhere in the world.

BOBST has production sites on three continents, as well as a sales and services network with facilities in more than 50 individual countries. This worldwide coverage is one of the key factors behind BOBST's position of leadership in its industry.

By providing on-site and/or remote support close to its customers using their language, culture and sustainability requirements, BOBST helps its customers achieve better quality, increased productivity and reduced operating costs.

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



Anticipating change

Materiality assessment motivated the articulation of BOBST's sustainability strategy into three streams. Each stream brings together a dedicated team under the coordination of a Head of stream. BOBST's Head of corporate sustainability and a Steering Committee oversee their work.

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



BOBST operations

To provide work and life conditions within the company and along the supply chain, which are ethical, supportive, and respectful of the environment.



BOBST equipment

To reduce the environmental and social impact of future and existing packaging machines at the customer's site with improvements on machine performance and new services.



Packaging use & end-of-life

To contribute with solutions in the value chain to generalize more sustainable packaging, which have minor environmental impact and a well-managed end-of-life. At BOBST we do almost all that is possible today to reduce the environmental footprint of packaging with pragmatic solutions and ongoing innovations.

BOBST is committed to sustainability beyond its sole operations.

Prioritizing challenges

Materiality assessment is a methodology to identify which Environmental, Social, and Governance (ESG) issues are the most significant for an organization. BOBST's materiality showed that the most significant topics address challenges at three different levels of the value chain: operations, equipment, and packaging use & end-of-life. This finding motivated the articulation of BOBST's sustainability strategy into three streams.

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

BOBST's materiality assessment

In 2020, BOBST conducted a materiality assessment for the first time. The process began with a thorough review of ESG challenges in the packaging industry, which led to a list of potentially relevant topics.

To prioritize these topics, focus groups and bilateral interviews were organized with key stakeholders, both internal and external, chosen to reflect the diversity of perspectives in BOBST's ecosystem. In particular, the various functions, managerial levels, geographies, ages, and gender within the Group:

- **More than 100 BOBST employees** took place in face-to-face consultations, including amongst others: Local Entity Heads, Environmental Health & Security (EHS) managers, HR representatives, R&D engineers, administrative functions, together with Group Executive Committee and Board of Directors members.
- In addition, 25 external key industry stakeholders were consulted, including brand owners, converters, associations, and others (e.g. partners).

Materiality matrix

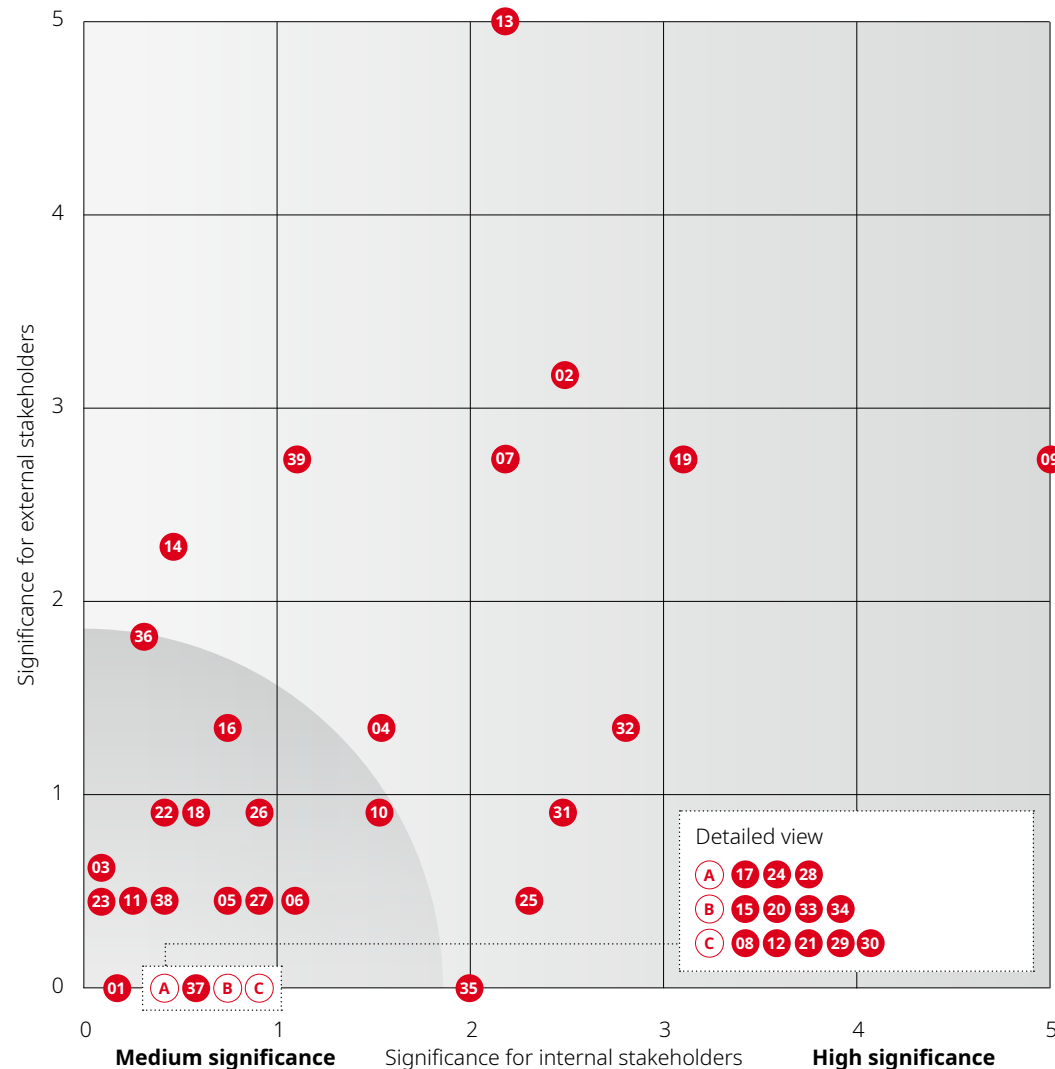
The materiality matrix provided a visual representation of the issues that were prioritized according to their importance to the company's stakeholders.

The result of BOBST's materiality analysis shows the topics relevant to BOBST's value chain based on the rankings given by the participants as represented in the materiality matrix (see graph on page 13).

Several sustainable issues are drawn from the Global Reporting Initiative (GRI) standards and some sector-specific topics not covered by the GRI standards but deemed to be of material importance by stakeholders.

Materiality matrix (internal and external stakeholders)

High priority topics, which must be addressed in the strategy, are those which are ranked high by internal and also external stakeholders.



Environment

- 01 Air pollution
- 02 Climate change
- 03 CO₂ neutral machines
- 04 Design for recyclability
- 05 Eco-design
- 06 End-of-life of the machinery
- 07 Energy efficiency of the machinery
- 08 Energy in operations
- 09 Environmentally improved packaging
- 10 Extending the life of the machinery
- 11 Hazardous substances
- 12 Mobility
- 13 Packaging end-of-life
- 14 Plastic packaging
- 15 Plastic
- 16 Resource efficiency of the machinery
- 17 Responsible use of materials
- 18 Waste & circularity
- 19 Waste from the machine operation

Social

- 20 Diversity & equal opportunity
- 21 Fair working conditions
- 22 Human rights

- 23 Labor relations
- 24 Local community engagement, charity & volunteering
- 25 Occupational health & safety
- 26 Machine safety
- 27 Woman & youth, training & empowering

Governance

- 28 Agility & resilience to changing market conditions
- 29 Business ethics
- 30 Client satisfaction
- 31 Digitalization
- 32 Innovation
- 33 Integration of non-financial information in decision-taking process
- 34 Responsible leadership & governance
- 35 Talent attraction
- 36 Machine productivity
- 37 Optimization of the organization & operational excellence
- 38 Packaging safety
- 39 Sustainable procurement & supply chain management

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Materiality assessment

Main findings of BOBST's materiality analysis

The identified topics address challenges at three different levels of the BOBST value chain.

In quantitative footprint studies, such as the BOBST equipment life cycle assessments, it has become clear that the most significant sustainability impacts occur down the value chain at the customer site's and at end-of-life phase, where BOBST has little influence and leverage.

The three streams and their priority topics for the years 2021-2022

Priority topics for 2021-2022

BOBST operations

Climate change
Occupational health & safety
Women & youth
Procurement & supply chain
Business ethics
Innovation
(technically not a priority, but reported in this report)
Digitalization
(technically not a priority, but reported in this report)

BOBST equipment

Machinery energy consumption
Extending the life of BOBST machines
Machine safety for the user
(technically not a priority, but reported in this report)

Packaging use & end-of-life

Environmentally improved packaging
(This is an umbrella topic that addresses the environmental footprint of packaging holistically throughout its life cycle. A main focus area is the **EoL of packaging**, in particular the **design for recyclability of packaging**. However, **other EoL pathways** (e.g. compostability and biodegradability) are also considered.)

Other important topics

Diversity & equal opportunity
Talent attraction & job satisfaction
Waste from the machine
Machine productivity

Sustainability report 2021

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



This report covers all BOBST branded local entities, which can be consulted in the annual report:

> https://investors.bobst.com/fileadmin/user_upload/Investors/Reports/Annual_Report_2021_FR.pdf

> Strategy

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



The highest impact occurs downstream in the value chain, where BOBST has little leverage.

> Strategy

> Operations reporting

> Equipment reporting

> Packaging use &
end-of-life reporting

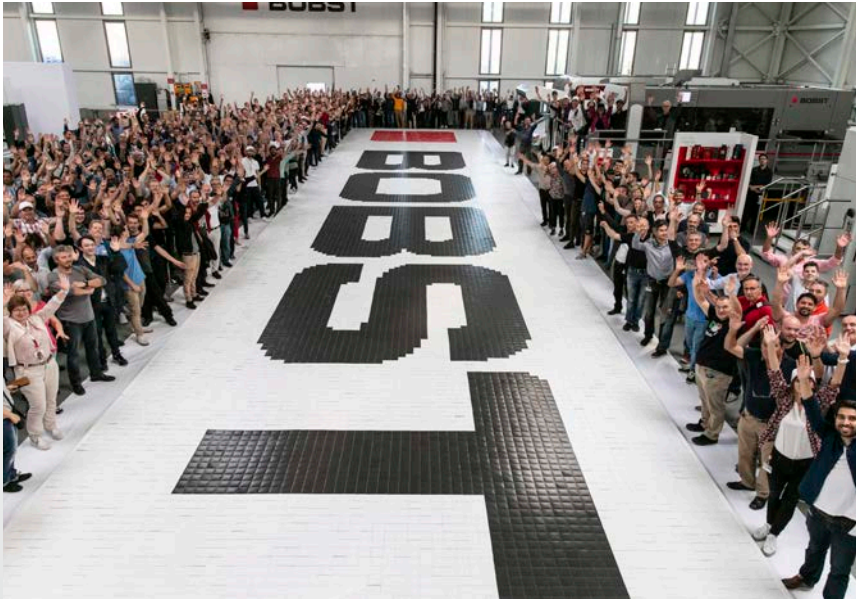
> GRI index

Stakeholder engagement

Stakeholders	Interaction with stakeholders	Issues and concerns
Brand owners	Personal contacts, Packaging MASTERCLASS seminar, Personalized consultations about sustainability.	Communication about the possibilities offered by BOBST machines, Partnership of trust, To produce eco-friendly packaging.
Converters	Personal contacts, Satisfaction survey, Virtual and in-person demonstrations, Personalized consultations about sustainability.	Excellent after-sales service, Spare parts available quickly, Online assistance in case of production problems, Fast response times, reliable and highly productive products, Production of zero-fault packaging.
Associations, Partners	Conferences, Partnerships, Personalized consultations about sustainability.	Environmental impact of packaging, Health and safety impact.
Suppliers, Folding carton, Corrugated board, Labels, Flexible packaging manufacturers	Regular correspondence, Personal contacts, Supply management, Personalized consultations about sustainability.	Price, Volumes, Specifications, Partnership.
Competitors	Competitive intelligence.	Technology watch.
Municipality, Political authorities	Development plan, Specific events.	Compliance with laws and regulations, Tax contribution, Durability, Certifications.
Media, Financial Analysts	Annual report, Press releases, Press conferences.	Operating profit (EBIT), Strategy, Durability.
Shareholders, Investors, Families related to BOBST	Annual Report, sustainability report, annual profile, Press releases, General Assembly, Roadshows.	Long-term financial goals, Durability, Sustainability, Long-term success and corporate reputation.
Next Generation (young people from families connected to BOBST)	Regular sessions and workshops, Personalized consultations about sustainability.	Identify young talent to ensure the succession, Opportunities to work at BOBST.
Board of Directors	Regular sessions, Personalized consultations about sustainability.	Good operation and sustainability of the company.
Group Executive Committee, extended management team	Regular sessions, Personalized consultations about sustainability.	Good operation and sustainability of the company.
Employees	Daily interactions, Staff meetings, Intranet communications, Training, Meetings with the Management and the Personnel Commission, Personalized consultations about sustainability.	Health and safety, Job security, Exchange of regular information, Workload, Salary and other benefits, Training.

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

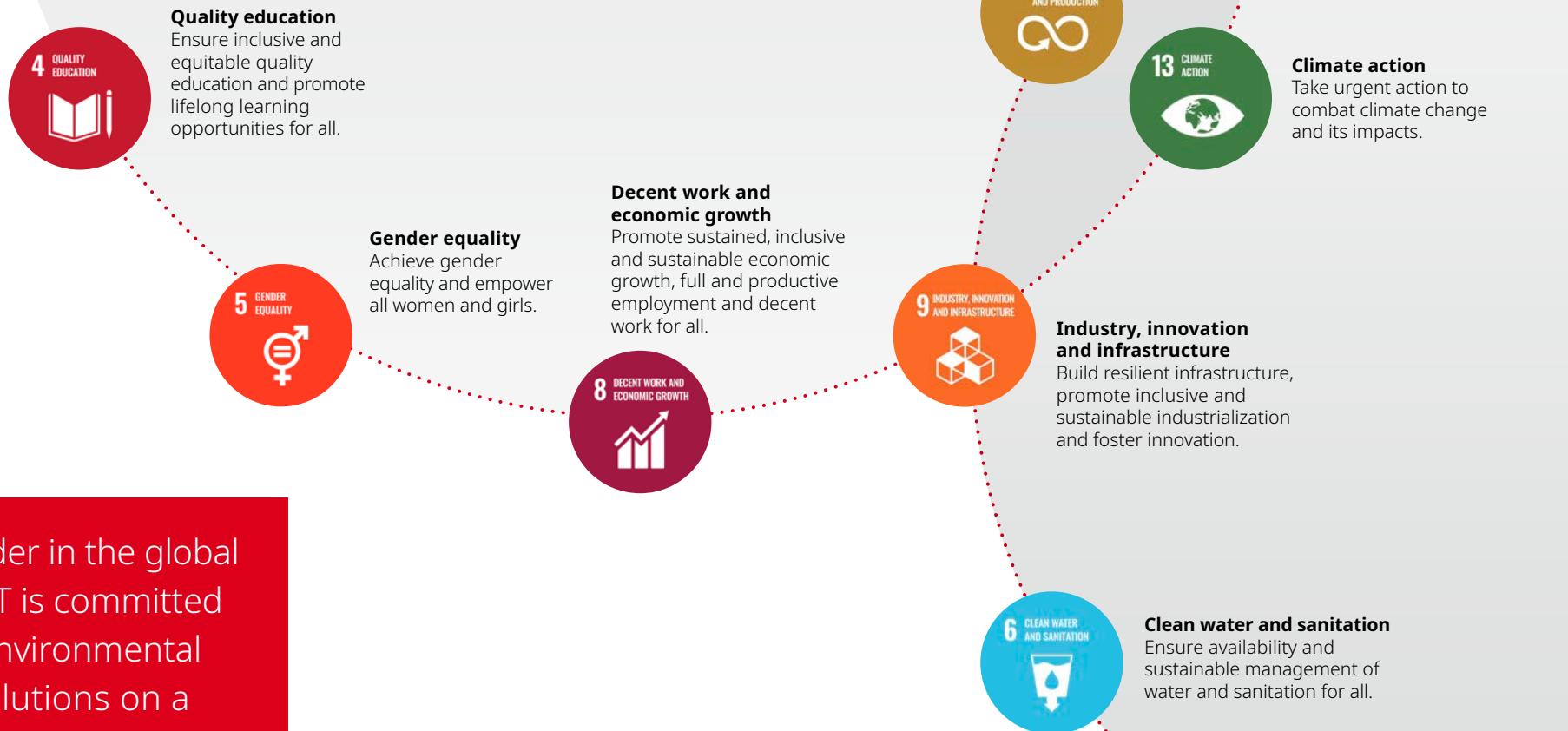
Stakeholders	Interaction with stakeholders	Issues and concerns
Personnel Commission	Meetings with Management, Meetings with staff.	Salary negotiations and other employee benefits, Employee representation.
Retirees	Newsletters and regular events, Access to BOBST employee benefits.	Benefit from attractive prices, Stay informed about BOBST activities.
Apprentices, Training Center	Ceremony for the presentation of certificates, Open house of the Training Center.	Train young people in the mechanical and electrical engineering industries, Ensuring succession, To acquire, provide vocational training, education.
Universities of Applied Sciences	Trade shows, School visits.	Find young talent, Opportunities to work at BOBST.
Neighborhood, Various audiences	Correspondence, Company visits.	To know the activities of BOBST, Good relationships.
Associations, charities	Collection of donations within BOBST.	Sponsorship.



Embracing global initiatives



BOBST operations



As a Group leader in the global industry, BOBST is committed to advancing environmental and societal solutions on a worldwide scale.

> **Strategy**

- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



Industry, innovation and infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Packaging use & end-of-life



Responsible consumption and production
Ensure sustainable consumption and production patterns.



BOBST equipment



Partnerships for the goals
Strengthen the means of implementation and revitalize the global partnership for sustainable development.



Decent work and economic growth
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Life on land
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation and halt biodiversity loss.

BOBST's initiatives support the objectives, within its reach, of the United Nations' sustainable development program.

SUSTAINABLE DEVELOPMENT GOALS

Operations reporting



Sustainability report 2021

- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

To provide work and life conditions within the company and along the supply chain, which are ethical, supportive and respectful of the environment.



Climate change

Preventing climate change and reducing BOBST's carbon footprint takes a high-priority position in the Group's materiality assessment. Both internal and external stakeholders recognized its relevance for BOBST because the carbon footprint of packaging production and consumption is considerable. Reducing the intake of natural resources in BOBST's operations is both an environmental and economic concern.

As a leading supplier of packaging solutions and equipment, BOBST has always been actively seeking to improve the efficiency of its technologies and producing processes. In 2021, BOBST took its sustainability journey to the next level by establishing it as one of the four core pillars of its strategy and vision of the packaging industry along with automation, digitalization, and connectivity.

Within the packaging industry, BOBST's impact on climate change occurs in several main areas.

The Group operates industrial sites, produces equipment, ships machines and spare parts to its customers throughout the world. All these activities consume energy (e.g. electricity and fuel) as well as natural resources (e.g. water and iron) and generate carbon emissions.

On the other end, the machinery sold by BOBST enables converters worldwide to produce packaging from a wide variety of substrates. However, their energy consumption is considerable and causes Greenhouse Gas (GHG) emissions.

First full-carbon accounting of the Group's activities

BOBST has been reporting GHG emissions for several years but only including CO₂ emissions from its production sites. Since BOBST introduced its new sustainability strategy in 2021, the Group has set climate change among its priorities, with the immediate objectives to **improve the quantification of GHG emissions and to identify reduction targets (2022)**.

The BOBST sustainability report 2021 presents for the first time a full-carbon accounting of the Group's activities, according to the GHG protocol standard (see page 23). All local entities for which the Group has financial control have been taken into account (except for Bieling & Petsche Stanzforme, Cito Group, Gordon and Boxplan, which are entities that do not operate under the BOBST brand).



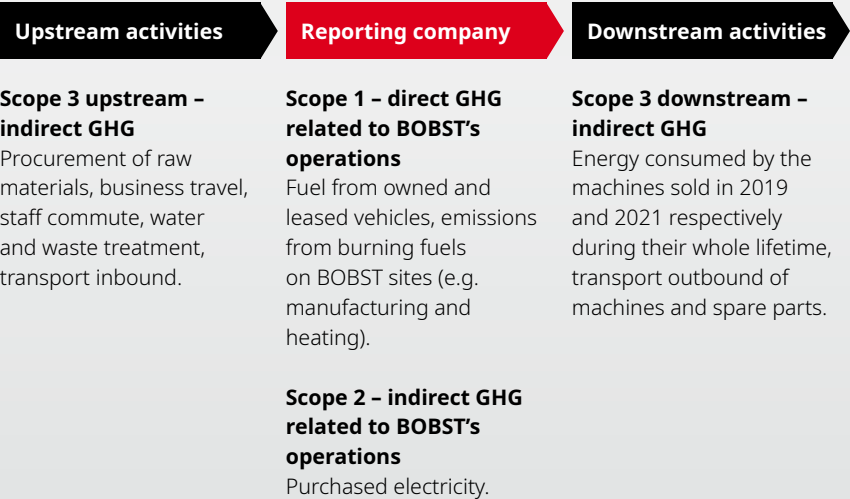
- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

BOBST carbon footprint breakdown

When BOBST’s activities are broken down according to the GHG protocol (see detailed figures on page 23), it turns out that the carbon emissions generated by the production of a BOBST machine (scopes 1 and 2) represent only a one-percent share of its overall carbon footprint. The highest impact, 99% of GHG emissions, occurs downstream in the value chain (scope 3), where BOBST has little leverage. This result points out an inverse relationship between BOBST’s direct scope of action and the carbon footprint of packaging in general*.



Most of BOBST’s GHG emissions occur at the customer’s premises

Accountable for 88% of total BOBST GHG emissions, BOBST machines in use at the converters’ plants over their lifetime represent the largest fraction of the carbon footprint of the Group.

Two main reasons explain the importance of GHG emissions related to the equipment sold by BOBST. A packaging machine consumes a large amount of energy while operating and a BOBST machine is designed to last a long time (15 to 30 years). In addition, the maintenance programs and solutions provided by BOBST services allow the machine to always function optimally and contribute to its longevity.

As the carbon footprint of the Group’s activities is mostly concentrated in its downstream GHG emissions (scope 3), BOBST has a key role to play by the design, maintenance and operation of its machines to lower their environmental impact during their lifetime, jointly with clients.

* Method used: IPCC 2013 GWP 100a (incl. CO₂ uptake), financial control approach.



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Since 2010, BOBST R&D product development process puts emphasis on reducing the environmental impact of future and existing packaging machines at the customer's site, with improvements on machine performances and new services, including energy consumption:

- Extension of machine life cycle by updating, overhauling, retrofitting;
- Development of new services to improve machine use, safety, and efficiency;
- Reduction of waste during packaging production (e.g. water and ink).

Greenhouse gas emissions (GHG) – scopes 1 to 3 (in tonnes of CO₂ equivalent)

In 2019, the total GHG emissions of scopes 1, 2, and 3 amounted to the annual CO₂ consumption of 410 000 Swiss citizens, or 102 000 households of four people.

Scope	2019		2021		Variation 2021/2019
	tCO ₂	% (total scope 1,2,3)	tCO ₂	% (total scope 1,2,3)	%
Scope 1	9 093	0.0 %	11 182	0.2 %	23.0 %
Scope 2	5 095	0.1 %	6 728	0.1 %	32.1 %
Scope 3	4 909 764	99.7 %	5 723 659	99.7 %	16.6 %
Scope 3 – Machine use	4 327 860	87.9 %	5 113 512	89.1 %	18.2 %
Scope 3 – Procurement	544 938	11.1 %	580 151	10.1 %	6.5 %
Scope 3 – Commute	13 662	0.3 %	11 328	0.2 %	- 17.1 %
Scope 3 – Business travel	15 130	0.3 %	7 449	0.1 %	- 50.8 %
Other scope 3	15 305	0.3 %	13 010	0.2 %	- 15.0 %
Total	4 923 952	100.0 %	5 741 569	100.0 %	16.6 %

Both data for 2019, the baseline year (pre-Covid-19) set for the present report, as well as collected data for 2021, include GHG emissions from production and sales and services sites as well as upstream and downstream emissions of BOBST's activities.



Since 2021, BOBST R&D puts more emphasis on reducing environmental impact of future and existing packaging machines.



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Performance 2021

The table on page 23 shows that the overall emissions have increased. This is mainly because Group turnover increased in 2021 compared to 2019 at a large majority of the sites. This led to an increase in scope 3 emissions due to the use of machinery. It also impacted waste production, transportation, and sometimes energy consumption at the production sites.

The emissions due to business travel decreased dramatically in 2021 when compared to 2019. This can be explained by the effect of Covid-19, resulting in a drastic reduction in travelling by plane.

Concerning commuting, remote working has not been factored in the calculations and the results were therefore directly proportional to the number of employees. Some sales and services entities saw a clear decrease in their number of staff on site, resulting in an overall decrease of associated emissions.

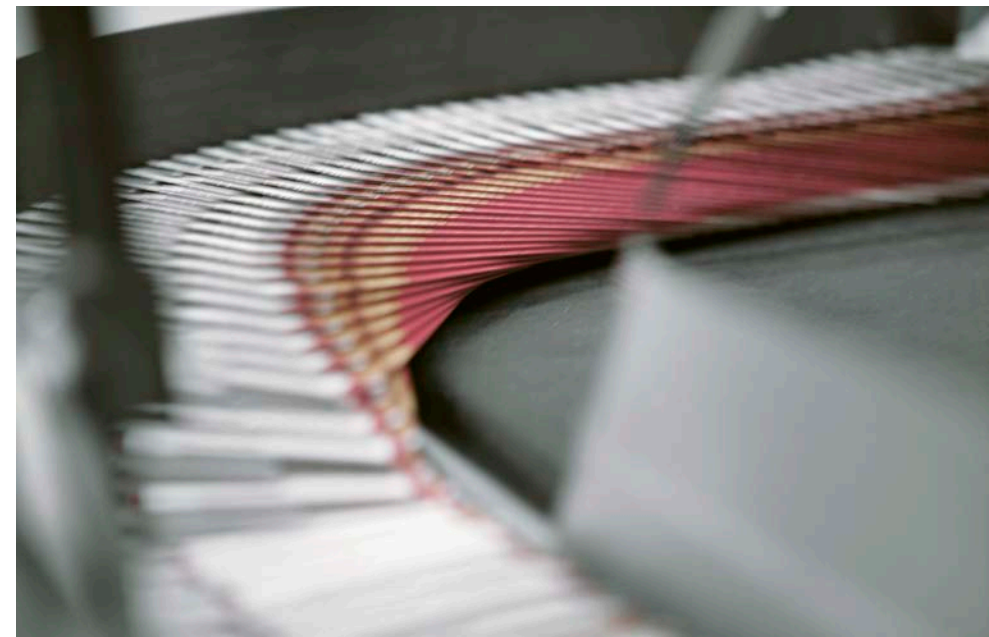
Objectives for 2022

Preventing climate change remains a focus issue at BOBST and the Group aims to pursue the reduction of its CO₂ emissions.

BOBST is committed to act on its GHG emissions where direct influence is possible (e.g. energy used in operations). Scopes 1 and 2 emissions are under BOBST's direct operational control. Short-time actions are possible to reduce scopes 1 and 2 emissions.

Reduction of scope 3 emissions is more long term. This task is taken up by respective streams, in particular the stream equipment, since machines, over their lifetime, are responsible for the majority of scope 3 emissions. Reducing the emissions related to BOBST machines is a main area of focus (refer to chapter "Machinery energy consumption" page 43).

The Group is committed to the Science-based target initiative (SBTi). Consequently, BOBST is defining its reduction targets based on this methodology and will announce them in 2023.





- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Occupational health & safety

Supplier of equipment and services for the packaging industry, Bobst Group has a presence in more than 50 countries and employs more than 5 800 people around the world. For the manufacturing of its machines, their maintenance and repair at its customers' sites, BOBST cares about the health and safety of its employees. The Group complies with the legal framework of the countries where it operates, and also applies internationally recognized standards that meet its own needs and requirements.

For BOBST, the physical and moral integrity of its employees in all their professional activities is an absolute priority. It is a prerequisite for the smooth running of its business, its employer reputation and the achievement of its objectives in terms of sustainable development. In its charter (Charter of Bobst Group policy with regard to health, safety at work and environmental protection), Bobst Group defines the framework for its actions in the field of safety, health at work and environmental protection. Management recognizes its responsibility in each of these areas and treats them with the same consideration as economic matters:

- Each professional activity integrates safety, health and environmental aspects;
- Safety regulations and means applied are adapted to state of technique;
- Occupational risks are dealt with in accordance with legal requirements and aim to prevent injuries and pathologies linked to the work of employees;
- Productivity is not attained at the expense of safety and health at work.

To achieve its commitments, BOBST relies on integrated management systems, on the respect of the legal requirements of the countries where its local entities are located and involves its employees in its thinking.

Charter implementation

Each local entity deploys the charter within its organization using its own resources. The position of occupational health & safety manager is not yet represented within the Group functions.

Depending on whether the local entity is a production site or a service company, it has a different approach and different resources for occupational health & safety. Local production entities employ specialists and occupational health & safety management systems that meet local legal requirements.

All employees, trainees, temporary workers and external companies working on these sites are integrated into their management systems. They are audited internally by independent and accredited bodies in the countries concerned. An annual review is submitted to local management, which sets the objectives for future years.

The organization and structure of local service entities vary according to their size. Occupational health & safety aspects comply at least with local legal requirements. However, a need for harmonization and support between the different local entities and more particularly in the service entities has been identified.

Occupational health & safety management system

Throughout the Bobst Group, more than 4 750 employees, thus 96.6% of the workforce, are already covered by a certified occupational health & safety management system or one that complies with local legal requirements. The scope and level of safety measures are proportionate to the risks incurred by employees and meet local legal requirements everywhere.

With production sites in Asia, South America, India and Europe, BOBST pursues an international industrial strategy promoting synergies between its manufacturing local entities. Group factories at Grenchen and Mex (Switzerland), Changzhou (China), San Giorgio Monferrato (Italy) and Lyon (France), have adopted the ISO 45001 occupational health & safety management system. Each possesses its own organization and specialists to implement the system in compliance with local legal requirements.

At the service level, the local entities all meet the legal requirements of the countries in which they operate. However, there are significant differences in the level of maturity in terms of occupational health & safety, which will be identified and assessed by audits.

Identification of hazards, risk assessment and investigation of adverse events

The objective of the risk reduction principle is to put in place measures to eliminate or isolate hazardous situations. Their identification, the training of employees and the distribution of personal protective equipment are applied in all Bobst Group production sites as a complement to strategic or technical measures. At any time, employees can make use of their right to withdraw from a dangerous situation according to the processes and legislation in force.

BOBST carries out a risk analysis of workstations in accordance with local legal requirements or the ISO 45001 standard, carried out by occupational health & safety specialists and based on the knowledge of employees and managers. Each production entity has its own process for identifying hazardous situations.

Corrective approach

Every accident is investigated to determine the root causes. The investigation is carried out by trained and qualified agents in collaboration with employees and managers. Its conclusions include corrective measures and action plans. Although disparities exist between the various service entities, their risk analysis, accident investigation and employee participation processes are similar to those of the productive entities.



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Work health services

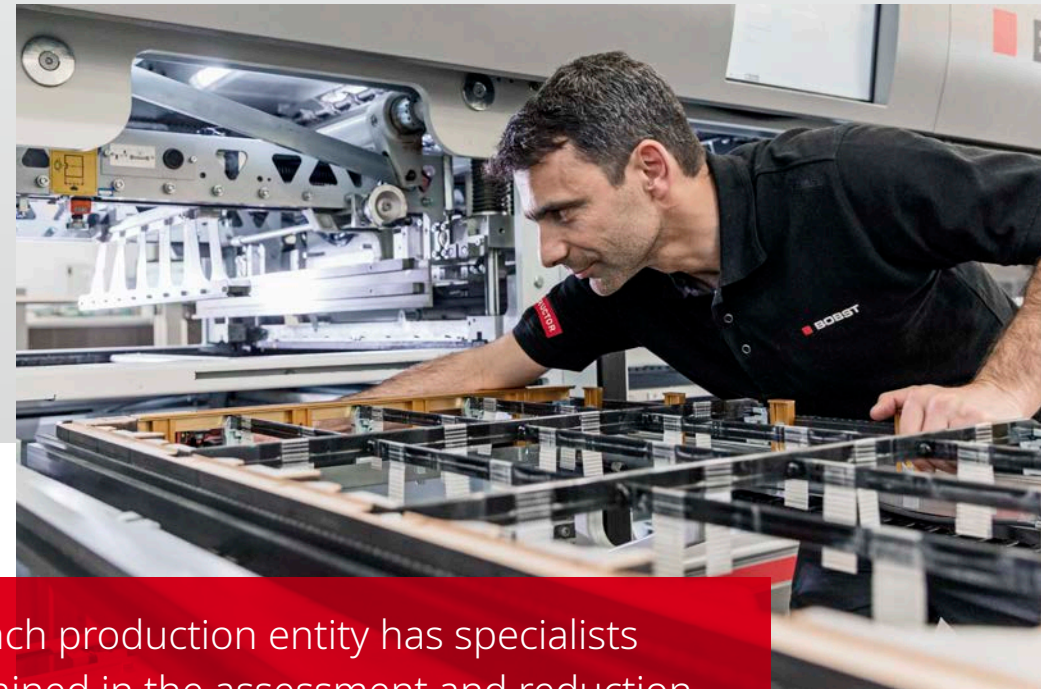
Each local production entity, with the exception of the Manchester (United Kingdom) site, has specialists trained in the assessment and reduction of risks linked to occupational health. The sites at Mex (Switzerland), Lyon (France), Pune (India), San Giorgio Monferrato and Firenze (Italy) as well as Changzhou (China), rely mainly on doctors or specialist nurses to carry out these tasks. Their services, whether provided by in-house staff or independent consultants, are subject to quality audits in all ISO 45001-certified production entities. In France, Italy and Switzerland, the health, safety and environment services of the production sites provide support and expertise to the local service entities. In the few entities where there is no occupational health & safety specialists, incidents are managed on a case-by-case basis.

Employee participation and consultation and communication on health & safety at work

All production sites and some service entities (France, Italy, United Kingdom, Scandinavia, North Latin America, Poland, Russia, Spain) have an Occupational Health & Safety Committee or Commission with Employee Representatives. In Mex (Switzerland) and San Giorgio Monferrato (Italy), there is also a procedure for employees to put forward their ideas or expertise to reduce the risk of accidents or improve health at work.

When local entities do not have an ad hoc committee, as is the case at BOBST in the United States, they set up a process enabling their employees to participate in improving working conditions and reducing risks. Where no process is defined, employee suggestions go up through reporting channels (like for example in Africa and Middle East, as well as in Benelux).

Committee proposals as well as individual suggestions are evaluated by the occupational health & safety specialists for integration into continuous improvement programs. The process also foresees that each local entity takes the necessary investments into account in its financial planning. Commissions use the Intranet, billboards or internal publications to inform staff.



Each production entity has specialists trained in the assessment and reduction of risks linked to occupational health.



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Health & safety training for employees

In the area of health & safety at work training, the Group's local entities have qualified and accredited personnel, or commission external specialists. In Switzerland and Italy, the follow-up of employee training is ensured with management systems.

BOBST offers generic programs, such as the introduction of new employees or fire alarm and evacuation drills. In its production sites and service entities, the Group offers specific training for risky activities:

- Working at heights;
- Risks related to electricity;
- Material handling machine;
- Lifting loads;
- Use of chemical products;
- Traffic safety;
- First aid;
- Use of fire extinguishers.

Product lines for folder-glueers and die-cutters have developed a comprehensive training program for their technicians that incorporates safety instructions during machine installation and troubleshooting. For the few service entities that do not yet have a defined training program, support in this area is planned to improve the skills of their personnel.

Promotion of employee health

In its local entities, BOBST organizes vaccination campaigns (flu, tetanus, Covid-19) for its employees and provides them with sports clubs or extra-professional activities, as in Mex (Switzerland), Lyon (France), Shanghai and Changzhou (China). Health benefits for non-work activities depend on local legislation. In several countries, BOBST can nevertheless offer access to healthcare beyond the legal framework.

Impact of occupational health & safety prevention on business relationships

Several local service entities already use prevention plans for the health & safety of their field service technicians during installation, maintenance or repair of machines. These programs comply with the legal framework of the countries in which they operate and the specific requirements of each customer. They include a risk analysis

In several countries,
BOBST can offer access
to healthcare beyond
the legal framework.



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

and a detailed description of the roles and responsibilities of the parties involved. Machines' pre-installation visits regulate the process and the health & safety aspects.

As for the use of BOBST products by its business partners, the Group's strategy is based on four axes: establishment of a safety community by product line; maintenance of a high level of expertise; perfect knowledge of standards; as well as regular updating of skills.

Workplace accidents

The majority of BOBST employees work in the Group's plants, building packaging machines. These activities involve extensive handling and manual activities as well as the use of machine tools, exposing the workforce to potential sources of accidents. Statistically, the most frequently injured body parts in the workshops are the fingers, hands and eyes.

In 2021, the production and service local entities of Bobst Group recorded four work accidents with serious consequences, three of which involved temporary staff. Accidents with injuries affected 99 Group employees and 22 temporary employees.

In terms of accident frequency per 200 000 hours worked in 2021, BOBST recorded the following rates:

Frequency of accidents 200 000 hours worked	Category of personnel concerned by work-related accidents
0.02	Frequency rate of accidents at work with serious consequences among BOBST employees
0.64	Frequency rate of accidents at work with serious consequences among temporary staff employed by BOBST
3.05	Frequency rate of accidents with injuries among BOBST employees
4.71	Injury frequency rate for temporary staff employed by BOBST
2.23	Injury frequency rate for BOBST employees and temporary staff employed by the Group

The number of accidents is not yet exhaustive due to the different analysis methods used by the Group's local entities. A common method for measuring and recording data will be deployed to be more accurate.

2022 objectives

Engage dedicated occupational health & safety resources at Group level to define a framework and common practices in this area, for production and service sites (gap analysis and risk analysis).

Identify and implement key performance indicators (KPIs). Define best practices for continuous improvement of work environments and processes (e.g. incident frequency rate, continuous training).

Include occupational health & safety compliance in the internal audit schedule.



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Women & youth, diversity & equal opportunity

Ensuring diversity in the workforce is an essential success factor for a company's continuity, development, and profitability. At BOBST, transparent corporate management, intergenerational communication, and the development of tomorrow's young talents are principles that have contributed to the sustainable development of the company. The Group is committed to developing the potential of the next generation of leaders by promoting their talents, training their managerial skills, and fostering equal remuneration of women to men within the organization.

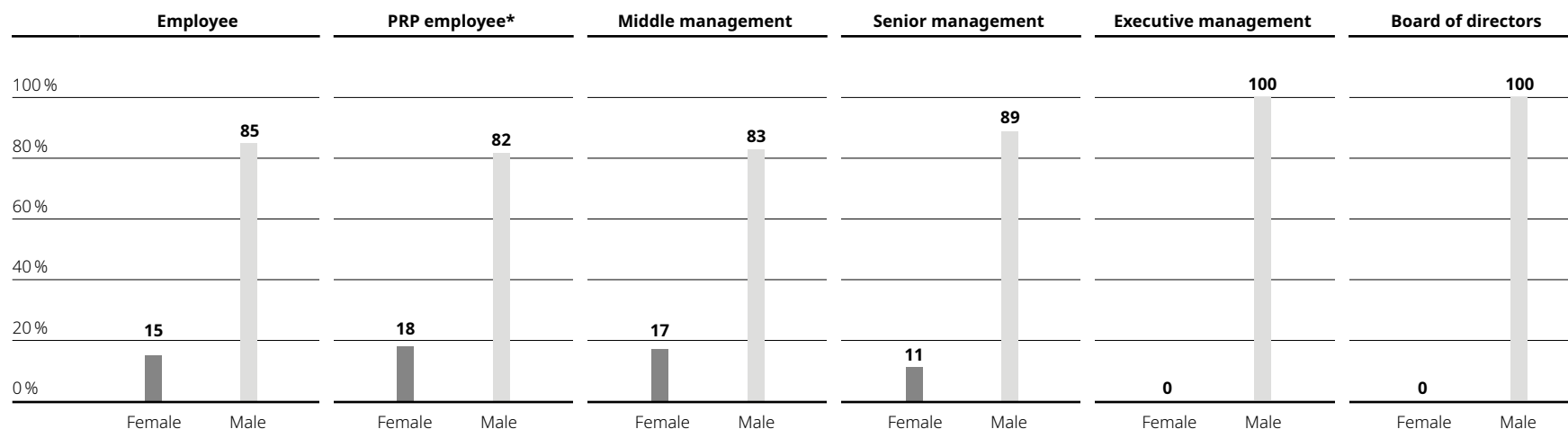
BOBST's vision for equality and youth empowerment, as well as diversity within the Group, is based on the four values and behaviors guiding all human resources projects and initiatives of Bobst Group:

1. **Trust** is built and maintained on transparency and interactive exchange;
2. **Respect** is to take into account in our day-to-day activities their impact on the global environment (people, company, society) and to act accordingly;
3. **Passion** generates a positive spirit and drives us to make a difference;
4. **Performance** is promising what we can deliver and delivering what we promise.

While empowering women and youth strengthens BOBST's employer's brand, reputation, and attractiveness in the talent marketplace, mixed teams promote innovation through new ideas and working methods. This responds to the current evolution of society and has a positive impact on management and leadership styles, which will also enhance the corporate culture of BOBST. Diversity also encourages the transmission of know-how and technical skills to the next generation. BOBST's commitment to these topics is essential for a more sustainable future for the company.



Diversity of governance bodies and employees



* Performance Related Payout.

Young talents (max. 35 years old) present in the top management of the Bobst Group

Senior management: 0 female, 1 male.

Middle management: 2 females, 5 males.

Talents	Age bracket										
Employee category	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	Total
Employee	6	47	46	36	36	37	26	15	5		254
Middle management	1		6	26	28	26	16	23	6	1	133
Senior management			1	3	8	11	10	7	1		41
PRP employee*	1	10	42	86	70	51	34	27	9	1	331
Total	8	57	95	151	142	125	86	72	21	2	759



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

BOBST initiatives and achievements

For many years, BOBST has undertaken initiatives to train young employees, so better to integrate them into the Group's management and encourage their access to leading positions.

Youth Committee

This is a group of young and diverse employees, aged between 25 and 35, from all business areas of a local entity, chosen by their management for their talents and development potential. They are entrusted with specific projects (continuous improvement with a transversal approach) and collaborate with the top management.

Apprenticeship

For over 130 years, BOBST has ensured that its skills and values are passed down to the younger generation. In specially designed vocational training centers, apprentices acquire technical, methodological, social, and personal skills to build the company's future. More than 3 500 apprentices have successfully been trained since 1929.

Bobst Mex (Switzerland)

Year	Total of successful apprentices	Total of women
2021	39 apprentices	2 women
2020	51 apprentices	5 women

Bobst Bielefeld (Germany)

Year	Total of successful apprentices	Total of women
2021	17 apprentices	3 women
2020	8 apprentices	2 women



Virginie Guignard, MarCom Manager PL PCR

Youth Committee is a group of employees aged between 25 and 35 selected for their talents and development potential.



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Young talents development program

This development program (pilot in 2021) involves 20 young talents (max. 35 years old) with a diverse representation of countries and functions, with a statistical over-representation of women (30% of women on the program against 15% of women in the Group).

Equal remuneration of women to men

Bobst Mex (Switzerland) is the most mature site in compensation and salary, and benefits analysis within the Bobst Group. Its management board and Representatives of the Employee Commission regularly discuss on these topics, and this site completed a certification on equal remuneration of women to men.

Since the Swiss Gender Equality Act (GEA) revision on 1 July, 2020, wages transparency has been mandatory in Switzerland. Organizations with 100 or more employees have to proceed to:

- Internal analysis of equal remuneration of women to men (excluding apprentices) using a scientific method and in accordance with the law;
- Verification of the analysis by an accredited and trained independent body;
- Written communication of the analysis results to the employees and the shareholders in the case of publicly traded companies, no later than one year after validation by the independent body. If the analysis shows that equal remuneration is respected, the employer is released from the obligation to repeat the study.



The administrative compliance workload is substantial for BOBST in Mex (Switzerland), and accreditation costs amount to around CHF 20 000.–. Starting in October 2020, the internal analysis of staff compensation was completed in June 2021. From July 2021 to June 2022, PricewaterhouseCoopers carried out the verification process and delivered the certification of equal remuneration to Bobst Mex SA.

At Group level, BOBST hasn't deployed a similar approach to perform a remuneration analysis compared to Bobst Mex SA.

Group objectives by 2025

- Strengthening the proportion of women within the Group and youth inclusion training.
- Appointment of a female member into the Board of directors.
- Remuneration ratio 1:1 between men and women within the Group.

Innovation

Essential to the competitiveness and profitability of companies, innovation has also become a priority driver for greater sustainability in the packaging industry through even more resource-saving solutions.

BOBST and its partners have been developing new solutions, addressing every step of the packaging value chain, from eco-friendly substrates to more energy-efficient production processes, less waste, and higher recyclability. A holistic approach that changes the way packages are designed and produced to reduce effectively their environmental footprint and advance the packaging industry sustainably and economically in the long term.

The Industry 4.0 principles are entering into the packaging industry. In this context, BOBST has developed a vision to shape the future of the packaging world based on four cornerstones: connectivity, digitalization, automation, and sustainability. Within the entire packaging value chain, brand owners, converters, toolmakers, packers, and retailers will be connected, accessing data that will orchestrate the whole production workflow.

With this vision, BOBST sets high-level ambitions on innovation. As the Group continues to deliver best-in-class machines, it emphasizes new technologies and capabilities that will enable it to generate long-term social and environmental benefits while creating economic profits for itself and its customers.

At BOBST, the different product lines are responsible for driving innovation at their respective levels, in particular in developing incremental innovations to their machines. On top of that, at Group level, BOBST boosts disruptive innovation in the industry, for instance by acquiring and integrating relevant startups.

Anchoring sustainability in R&D processes

To better anchor sustainability into BOBST innovation culture, the Group set one of its 2021 objectives to make sustainability impact a project requirement in product development R&D process. This goal was achieved by embedding sustainability in the quality function deployment. Since this first implementation step, it has already been used in new product introduction.



Sustainability report 2021

- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index





- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Procurement & supply chain

For BOBST, operating sustainably means knowing and acting on the environmental and social impact of its activities downstream in its value chain, but also upstream to source responsibly. Supply chain and procurement visibility are essential to identify and address human rights and environmental risks.

While procurement activities may face many issues, from child labor to the use of chemicals that are potentially dangerous to health or the environment, supply chain sustainability aims to identify, mitigate and prevent sourcing-related risks. BOBST's due diligence process aims at ensuring that the Group's core sustainability values are also applied along its supply chain and helps it comply with legislation and support its efforts to protect human rights and the environment.

New requirements of non-financial transparency from 2023 onward

In November 2020, the Responsible Business Initiative (RBI) was rejected in a popular vote in Switzerland. As a result, the indirect counterproposal from Swiss Federal Council was adopted, which increases the requirements of non-financial transparency and due diligence for Swiss companies. These new measures of the Code of Obligations entered into force in 2022 with new due diligence requirements from 2023 onwards. BOBST is in the process of upgrading its due diligence process to meet these new requirements. BOBST's due diligence process applies to all local entities that are covered by this sustainability report.

BOBST's supplier due diligence

Supplier due diligence is under the responsibility of Group purchasing.

From 2022 onwards, all new suppliers will systematically be subject to due diligence. Each new supplier will be requested to sign the Supplier Code of Conduct (self-declaration), while BOBST purchasing staff will be required to systematically complete a supplier risk assessment.

For already existing suppliers, BOBST's due diligence process follows a risk-based approach. The process will consist of:

- Supplier self-declaration with the Supplier Code of Conduct;
- The first screening for suppliers at risk based on RBI needs;
- Supplier risk assessment (internal screening, information and external input);
- Adjustment of the supply base, if necessary;
- Audit program (including assessment from an external third party).

To be able to successfully implement all the measures required by the new Swiss legislation, governance updates at Group level are necessary. Roles, responsibilities, processes, as well as internal and external communications, will be adapted. The evaluation of the process is approved by the Audit Committee of the Group.

Supplier social assessment

In 2021, 9% of new suppliers have been screened using social criteria, according to the purchasing process already in place. The new supplier selection process enforced in 2022 requires that the social criteria has to be assessed.

Finally, as a responsible supplier to its own clients, BOBST will be evaluated by the platform EcoVadis in 2022.

Supplier selection
process enforced in
2022 with social criteria.



Sustainability report 2021

- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



Business ethics

Social responsibility is an essential part of sustainable business, like economic and environmental sustainability. Respecting fundamental human rights and corporate values is a daily challenge, and BOBST sees it as a duty to maintain the highest moral standards in professional and social life.

To a very large extent, the reputation and image of a company are determined by compliance with the law and the ethical behavior of its managers and employees. Long before the launching of its Worldwide Code of Employee and Business Conduct in 2006, Bobst Group had always interacted with its stakeholders – colleagues, customers, suppliers, and authorities – as a responsible business actor. The same principles guide BOBST in the selection of its business partners and are the basis for evaluating a supplier's performance and deciding whether or not to maintain a relationship. As a multinational corporation with operations in many countries on several continents, BOBST sees that the respect of aligned and coherent values throughout its brands and local entities can be a real asset for the Group's image and a key to all its future success.

BOBST's core values do not tolerate any activity related to corruption in any part of its value chain. To this end, anti-corruption is an essential element of the Group's overall compliance program. Additionally, large Swiss companies have the obligation to publish an annual report on non-financial elements following a new regulation (the so-called counter-project of the Responsible Business Initiative, RBI) adopted by the Swiss Parliament (see more details on page 35).

BOBST's due diligence process helps to identify any related risks arising from the use of third parties and concerns all local entities that are covered by this sustainability report.

Risks management and anti-corruption policy

BOBST has started to analyze its value chain more systematically, taking appropriate measures to prevent identified corruption risks. The Group Compliance Officer is in charge of leading the fight against corruption. However, the ultimate responsibility lies with management and employees. It has also developed the Supplier Code of Conduct, which the purchasing department is now responsible for deploying and monitoring within the supply chain, in collaboration with internal audit.

BOBST's Supplier Code of Conduct covers most RBI topics. It also provides information about Bobst Group Integrity Line. The Supplier Code of Conduct is part of every contractual relationship and has been translated in more than ten languages.



Sustainability report 2021

- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

The recently opened Bobst Group Integrity Line serves as an internal reporting channel for potentially unethical behaviors in the organization.

BOBST's anti-corruption policy

It has been rolled out, complementing the guidelines included in the Code of Employee and Business Conduct. The Group Compliance Officer also conducted online and in-person training, as well as refresher training, in 2021. In addition, all agents and intermediaries receive the policy as part of their contracts and are subject to a compliance due diligence before being hired by BOBST (and upon renewal). They will also be trained on the policy during 2022.

Targets 2025

BOBST aims to increase the awareness of business ethics, by periodically (re-)training the target population on relevant topics such as bribery, conflicts of interest and ethical decision making.



Social responsibility is an essential part of sustainable business, like economic and environmental sustainability.



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

Digitalization & data management

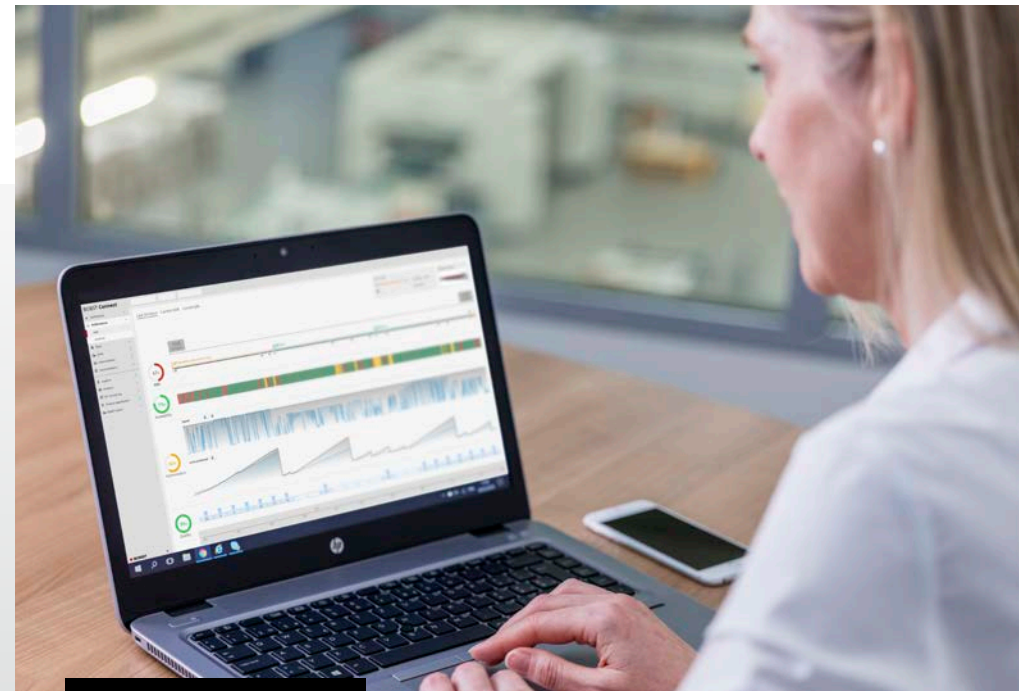
Printers and converters are actively working to optimize production resources and reduce waste. They need more efficient means to automate plant and job workflows, and they require reliable quality control systems at each step. At the same time, they strive to optimize equipment performance, increase productivity, and avoid unexpected downtimes. Most of the above requirements have one thing in common: digitalization.

Digitalization, along with connectivity and automation fuels, the vision of BOBST for the future of the packaging industry, which combines growth and sustainability.

To BOBST's mind, digitalization makes possible end-to-end solutions, closing the loop from artwork to final product to reduce callbacks and waste. It enables information transparency and data collection within the company to make its management more efficient and profitable. The digitalization journey through BOBST activities occurs at three levels:

BOBST organization

At the operational level, the digital transformation of the Bobst Group involves the implementation of common work platforms and software used by all employees. This digitalization is designed to standardize business and management processes to increase the Group's operational efficiency and provide better services to its customers.



BOBST Connect



BOBST data and services

Bobst Group's flagship digital product, BOBST Connect is a one-stop platform that gives printers, converters, and tool manufacturers access to digital solutions using state-of-the-art Internet of Things (IoT) technology. It covers five domains: pre-press, production, optimization, maintenance, and market, and will adapt to new operational needs to maintain best-in-class solutions and services to customers. Some of the current BOBST Connect solutions include remote monitoring solutions, a comprehensive production reporting set of features designed to quickly access detailed machine production, process, and technical data, and MyBOBST, a personal portal for parts, order tracking, technical information, customer support, special offers, and real-time machine data.

Using this data enables better control of the entire machine process and increases equipment productivity and efficiency. Machine data management is also used to reduce the environmental impact of processing activities. Modeling a workflow for instance helps foresee and correct potential bottlenecks and thus greatly avoid unexpected downtimes.

Product damage, poor packaging quality, mistakes in production, all lead to unnecessary and avoidable waste. BOBST digitalized end-to-end solutions, like oneINSPECTION and BOBST ACCUCHECK (in-line quality control systems), BOBST Digital Inspection Tables, and BOBST PREMIUM GAP CONTROL are examples of solutions available today delivering significant waste reduction.



Sustainability report 2021

- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index



- > Strategy
- > **Operations reporting**
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > GRI index

BOBST digitalized solutions

Beyond machinery optimization, new technologies based on digital processes bridge the gap between printing technologies. For instance, oneECG (Extended Color Gamut) is a digitized process to print a larger color gamut without the need for spot colors. The process guarantees color consistency on any substrate, needs no print unit washing between jobs and consumes 30% less ink than a spot color-based process.

Another example: BOBST invests in the most recent digital technologies for designing and producing 3D printed parts. These technologies offer a wide range of opportunities for the Group and its customers. The almost unlimited abilities to design complex parts allows for instance to create bio-inspired parts which are much efficient in terms of energy consumption when used with fluidics for instance. It's also a powerful solution to combine several parts using classical production technics into single elements, to produce parts on demand, and to produce parts close to where they are intended to be used with less production means.

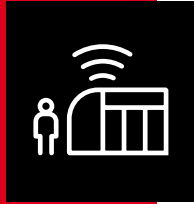


oneECG

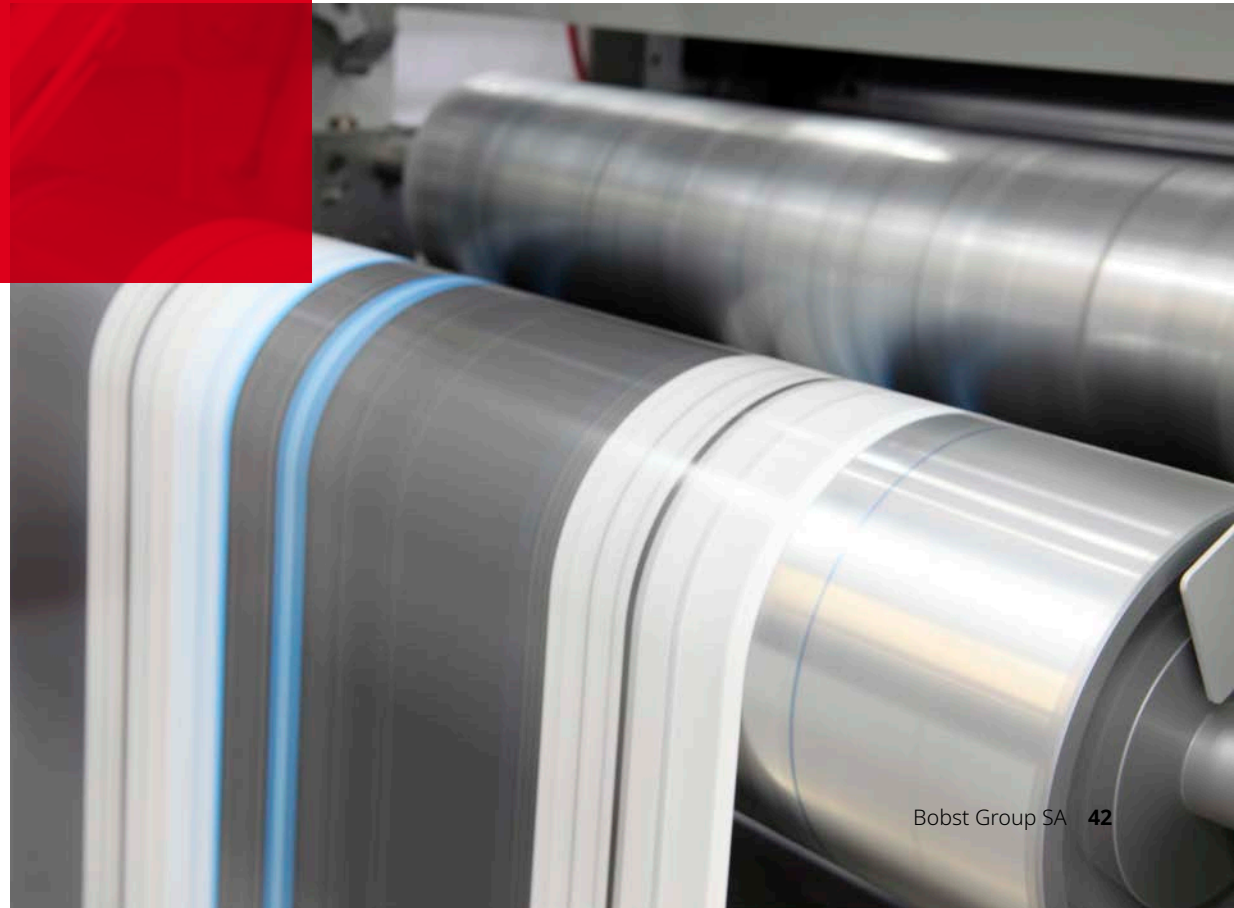
oneECG is BOBST's Extended Color Gamut (ECG). This technology dramatically reduces waste and ink consumption.

- > Strategy
- > Operations reporting
- > **Equipment reporting**
- > Packaging use & end-of-life reporting
- > GRI index

Equipment reporting



To reduce the environmental and social impact of future and existing packaging machines at the customer's site with improvements on machine performance and new services.





- > Strategy
- > Operations reporting
- > **Equipment reporting**
- > Packaging use & end-of-life reporting
- > GRI index

Machinery energy consumption

BOBST has always been committed to improving the performance of its equipment to reduce ink, waste, and electricity consumption and help its customers lower their production costs. But today, the pressure on packaging manufacturers is not only economic but also environmental. Optimal management of machine energy is a requirement for sustainability.

To meet this challenge, BOBST continually works to design or redesign machines that use less power, consumables, and substrates to decrease their carbon footprint.

The environmental load caused by energy consumption should be kept as low as possible. Given the size, functionality, and technical performance of the equipment sold to its customers, BOBST considers it its responsibility to keep the energy requirements of its packaging solutions to a minimum.

BOBST machines can easily operate 24 hours a day, 7 days a week. In die-cutting, they can reach production speeds of up to 11 000 sheets/h and board folding speeds of up to 600 m/min. It is therefore not surprising that such equipment requires considerable power to be run. In addition, life-cycle analyses and Greenhouse Gas (GHG) emissions accounting show that the most energy related to a BOBST machine is consumed during its use phase at the converter's premises, accounting for more than 95% of its life-cycle carbon impact alone.

Improving energy requirements

Within the Bobst Group, product lines have already worked to improve the energy requirements of packaging equipment through redesign or additional features:

- The All-in-One and All-Inline digital presses can produce multi-process, short- and long-run labels on their own, where two separate machines were previously needed, reducing electricity consumption by 30%;
- The Low Energy Operation system cuts energy consumption during productive operation as well as when the machines are on standby, saving energy consumption by up to 50%.

For BOBST's customers, sustainability can also be an important pillar of their business philosophy. Their environmental commitment can apply not only to the products they manufacture but also to the production equipment they use. It is therefore of utmost importance to them that BOBST machines are equipped with state-of-the-art technologies designed to reduce waste and increase energy efficiency.

- > Strategy
- > Operations reporting
- > **Equipment reporting**
- > Packaging use & end-of-life reporting
- > GRI index

A priority topic of BOBST sustainability strategy

Reducing the amount of energy needed to operate machines is a material topic of BOBST's sustainability strategy, which the Group addresses consistently in the equipment stream.

As an initial step, BOBST has undertaken the task of determining the energy intensity ratio for its main machines. As simple as it sounds, this task is not so straightforward. While the maximal theoretical power of the machine is a basic technical indicator, effective energy consumption is only rarely measured. This, in turn, should be shown in relation to a standardized output unit of the machine, for example, 1 000 square meters packaging output.

BOBST has committed to developing machine impact sheets for all of its models. These will map their energy intensity as well as other key environmental indicators such as carbon emissions and resource use. These reference sheets will be ready by the end of 2022.



BOBST has committed to developing machine impact sheets for all of its models.

- > Strategy
- > Operations reporting
- > **Equipment reporting**
- > Packaging use & end-of-life reporting
- > GRI index

Extending the life of BOBST machines

By transforming raw materials into packaging equipment, BOBST, like all manufacturing industries producing capital goods, uses natural resources and energy which have a significant environmental footprint. BOBST, therefore, offers a wide range of upgrade solutions as well as spare parts available for several years to enhance the life of its machines and slow down obsolescence.

With the extension of equipment life, BOBST and the packaging industry win on both counts: repairing and upgrading machinery avoids environmental impacts related to the production of a new machine, but it also reduces customers' operating costs dramatically by ensuring that the efficiency of older machines remains at its best.

As long as the resource consumption (such as energy) of an older machine does not significantly exceed that of a new model, extending the life of the equipment is worthwhile to preserve the environment.

This assumption is truer for a BOBST machine that is built to last. From component selection to the assembly process and quality controls, everything in its manufacture aims at robustness. BOBST machinery is known for its reliability and longevity. Compared to similar equipment available on the market, its lifespan is on average longer and reaches between 15 and 30 years.



Upgrades for lasting performances and more sustainability

Equipment upgrades, retrofits, and enhancements are vital for converters to improve their productivity, remain competitive and meet the ever-changing packaging requirements of brand owners.

Depending on the configuration, age, and condition of the equipment, an upgrade often costs less than purchasing a new machine. In addition, it extends the life of the equipment while slowing down its obsolescence. BOBST has deployed dedicated teams to tackle obsolescence related issues. Being one of the main causes of obsolescence, electronic parts are replaced with alternative components.



But upgrading the machine to the latest standards has also the potential to reduce its environmental footprint. Retrofitting, for instance, is a great option to replace electronic components with less energy-intensive alternatives.

Improving equipment at the customer's site

BOBST not only has dedicated retrofit teams within its various product lines, but its knowledge management allows its manufacturing and service units to maintain the skills to repair machines up to 20 years after their sale.

In 2021, BOBST expanded its know-how by investing in the remanufacturing business. The Group acquired 51% of Cm Service Srl, an Italian professional supplier of corrugated board refurbished machinery. The company's activity consists of evaluating, analyzing, and providing the most cost-effective upgrade. By strengthening the Group's ability to trade and recondition machines, BOBST can extend the life of the equipment and also reduce its impact on the environment at the customer's site, in line with the priority topics of its sustainability strategy.



Sustainability report 2021

- > Strategy
- > Operations reporting
- > **Equipment reporting**
- > Packaging use & end-of-life reporting
- > GRI index



- > Strategy
- > Operations reporting
- > **Equipment reporting**
- > Packaging use & end-of-life reporting
- > GRI index

Machine safety for the user

Safety is a top priority for BOBST. Therefore, product safety is central to BOBST's commitment as it provides safe production conditions for technicians operating its machines, to prevent accidents or injuries during their proper use.

BOBST strives to design and manufacture equipment to minimize dangers and harmful effects on human health. The choice of raw materials as well as the way the products are manufactured, disposed of and used, matter most to meet the highest level of security.

Most packaging manufacturers have very high-security requirements and they expect BOBST to provide secure products and services.

Product safety is therefore a key component at BOBST. At each step of the equipment development process, the safety of the machines during their whole life cycle is considered as a fundamental element to protect the operators' health.

Automated processes highly support ergonomics on the production floor. They eliminate the need for machine operators to carry heavy loads and reduce the risk of injury.

Product safety policy and external regulation

BOBST's product safety strategy reflects the company's ongoing commitment to maintaining excellent health and safety standards in all workplace environments and protecting the welfare of its customers, suppliers, and employees.

As an overall guideline, BOBST safety policy is handled by a high level of expertise throughout the entire Group. Its safety organization creates standards, directives, and procedures for all divisions, shares knowledge, and organizes regular training.

The whole Bobst Group
follows a common approach
to machine safety.



- > Strategy
- > Operations reporting
- > **Equipment reporting**
- > Packaging use & end-of-life reporting
- > GRI index

Although each product line is responsible for its products, the whole Bobst Group follows a common approach to machine safety:

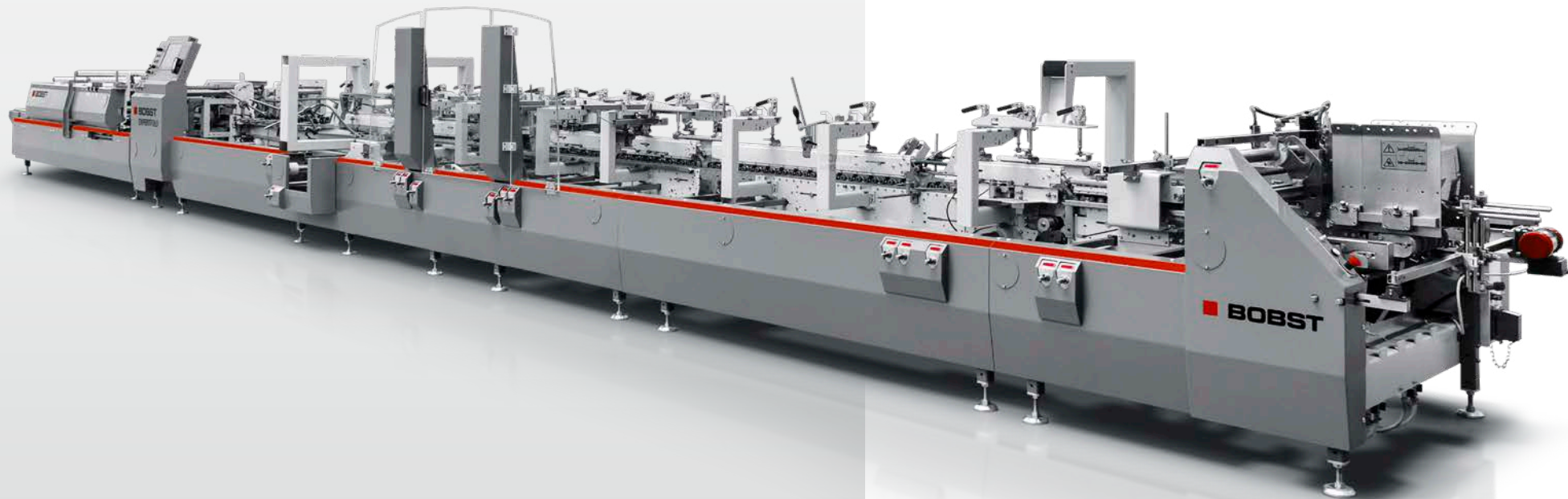
- For the development of new machines, BOBST considers European Directives as well as the latest harmonized safety standards;
- By continuously analyzing relevant regulations, BOBST ensures that its products are designed and manufactured according to the latest applicable standards;
- Bobst Group's certified machine safety experts and technology safety experts are responsible for assuring that product lines have the necessary information to manage machine safety from the design phase. BOBST's machine safety experts obtained a TUV NORD Certification (Certified Machinery Safety Expert, CMSE) or equivalent certification;
- BOBST exchanges knowledge with external safety experts, as well as with safety device manufacturers.

Product safety policy management

BOBST conducts different audits and machine assessments to ascertain that the maturity level in the safety of its machines is in line with its product safety policy and external regulation. They are carried out internally and are supported by external experts if needed. All BOBST product categories are covered by the above safety measures globally. A manager at Group level is coordinating the harmonization of all efforts.

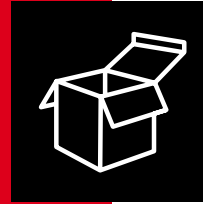
- > Strategy
- > Operations reporting
- > **Equipment reporting**
- > Packaging use & end-of-life reporting
- > GRI index

BOBST conducts different audits and machine assessments to ascertain that the maturity level in the safety of its machines is in line with its product safety policy and external regulation.



- > Strategy
- > Operations reporting
- > Equipment reporting
- > **Packaging use & end-of-life reporting**
- > GRI index

Packaging use & end-of-life reporting



To contribute with solutions in the value chain to generalize more environmentally improved packaging, which have a reduced environmental impact and a well-managed end-of-life.





- > Strategy
- > Operations reporting
- > Equipment reporting
- > **Packaging use & end-of-life reporting**
- > GRI index

Environmentally improved packaging

Packaging use & the end-of-life cycle, the third pillar of the BOBST sustainability strategy, addresses the environmental impacts of packaging at the end of its life. Made of plastic (polymer), corrugated board, paper, or synthetic materials, the packages, once consumed, become waste. BOBST environmentally improved packaging covers a wide range of initiatives to intensify and accelerate the production of recyclable, compostable, biodegradable or reusable packaging solutions, new eco-friendly substrates, and the development of a circular packaging economy enabling high-quality material recycling.

The packaging sector presents numerous opportunities, but also various challenges, in particular related to the end-of-life (EoL) of the packaging. Despite the fact that BOBST has minimal leverage on the use and EoL of the packaging, it is part of a value chain responsible for generating considerable amount of waste and related issues, such as littering. Besides, the amount of waste resulting from EoL packaging made with BOBST machines is most likely significantly higher than the waste generated by Group's operations themselves. Acknowledging this fact, BOBST puts efforts in developing environmentally improved packaging solutions. The complexity of developing sustainable solutions to implement more recyclability in packaging and improve their environmental footprint means that BOBST is actively working with stakeholders, brand owners, and even retailers across the value chain that are committed to sustainability to develop partnerships and collaborations. Reducing the use of plastics in flexible packaging or replacing it with another substrate creates a real issue for the packaging designers. From a processability and performance perspective, the new materials and their behaviors

are quite different. In general, sustainable, and recyclable materials have inferior mechanical, thermal, or barrier properties than conventional substrates, reducing the protection these packages offer and the shelf-life of the products they contain.

Waste generated by suboptimal packaging design, like oversized corrugated boxes in e-commerce or packages produced outside the desired specifications, lies outside BOBST's packaging use (PU) & end-of-life (EoL) scope, as it depends on customers' use of their production equipment (film producers, converters, end-users). The PU & EoL stream focuses on packaging as manufactured products. It aims to improve their sustainability or develop alternative reusable or recyclable materials to enable the industry to manufacture more environmentally friendly packaging.



- > Strategy
- > Operations reporting
- > Equipment reporting
- > **Packaging use & end-of-life reporting**
- > GRI index

Environmentally improved packaging stream

Based on BOBST's materiality assessment and sustainability issues in its four primary industries of labels, flexible packaging, folding carton, and corrugated board, BOBST identified environmentally improved packaging. This is an umbrella topic that addresses the environmental footprint of packaging holistically throughout its life cycle. A main focus area is the **end-of-life of packaging**, in particular the **design for recyclability** of packaging. However, **other end-of-life pathways** (e.g. compostability and biodegradability) are also considered.

BOBST current initiatives

Within the 3Rs Waste Management (an initiative the packaging industry has already taken and is currently implementing to prevent packaging use & end-of-life waste, aiming to reduce, re-use, and recycle packaging waste to keep as much material out of the landfill or incinerated as possible), BOBST focused on recycling solutions to reduce PU & EoL waste for its customers and the packaging industry.

BOBST oneBARRIER (HERO samples) sustainable substrates

Together with a supporting ecosystem of industry-leading partners and collaborators, BOBST has designed and developed a family of new high-barrier, mono-material, recycle-ready substrates which have performance levels equivalent to the non-recyclable mixed material equivalents. These solutions have been stepped up from R&D solutions to industrialized solutions and have been successfully promoted in the market. It will enable BOBST customers to fast-track the development phase of the circular packaging solutions and help reduce the time required to support waste reduction.

R-Cycle and circular economy initiative

The current difficulties in sorting out flexible packaging often result in downcycling or sending to the incinerator or landfill large quantities of material that could be recycled. R-Cycle is a cross-industry consortium launched with the aim to ensure the traceability of single-use plastics, thanks to Digital Product Passports (DPP) storing recycling relevant information along the flexible packaging production value chain. It thus enables the recovery of high-quality recyclables supporting a functioning circular economy. BOBST completed a pilot at its Competence Center in Manchester, where the demo machine is R-Cycle ready.

Circular Economy for Flexible Packaging (CEFLEX) initiative

With over 180 European companies, associations, and organizations representing the entire flexible packaging value chain, BOBST contributes to CEFLEX's Mission Circular by actively supporting two of its work streams, namely WS1 (design guidelines) and WS3 (sustainable end markets) where BOBST has used its Competence Centers in Manchester (United Kingdom), San Giorgio Monferrato (Italy) and also Bielefeld (Germany) to metallize, laminate and print recycled materials. It commits to collecting all flexible packaging and over 80% of the recycled materials channeled into valuable new markets and applications to substitute virgin materials to make all flexible packaging in Europe circular by 2025. A five-step roadmap to build a circular economy for flexible packaging has been endorsed by CEFLEX stakeholders, together with a set of actions needed by each part of the value chain to make it happen.



- > Strategy
- > Operations reporting
- > Equipment reporting
- > **Packaging use & end-of-life reporting**
- > GRI index

BOBST future initiatives

Designed for recycling flexible packaging

BOBST will start to investigate quantitative measures to help understand the impact of the developed solutions in terms of environmental impact while also supporting circularity and waste reduction.

Advanced recyclability in fiber-based packaging material

BOBST will continue collaborating with the R-Cycle consortium circular economy in practice with investigating the potential involvement of its other product lines: coating, laminating, gravure and flexography.

Joining other alliances

In addition to the CEFLEX focus on reduced waste and improved circularity of polymeric flexible packaging, BOBST will review the market to assess cross-industry alliances more focused on fiber-based packaging and of relevance to BOBST's four primary industries.

With this in mind, BOBST joined the cross-industry alliance 4evergreen in April 2022, which fosters synergies among companies promoting low-carbon and circular fiber-based packaging.

BOBST addresses the environmental footprint of packaging holistically throughout its life cycle.

Packaging use & end-of-life stream – vision and objectives

By 2030, BOBST's wants its packaging use & end-of-life stream to be recognized as a leader of innovation and to provide revolutionary equipment and packaging solutions that allow new or disruptive types of environmentally improved packaging. BOBST solutions will support diverse stakeholders in the packaging supply chain to produce and deliver environmentally enhanced packaging solutions.

Objectives to 2025

The stream has identified a number of key objectives involving the development of environmentally friendly packaging solutions across the four industries BOBST represents, investigation into the tools or methods to assess the environmental impact of the packing solution developed, active participation in the selected main industry consortiums and/or alliances focusing on sustainability and providing training and dissemination internally and externally on the packaging solutions developed.

Targeted key performance indicators (KPIs)

The stream has created a number of supporting KPI's aligned with the streams' identified objectives, focused around the development and industry interest in environmentally improved packaging solutions.

GRI index

Sustainability report 2021

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting
- > **GRI index**

Bobst Group sustainability report 2021
has been prepared by the Global Reporting
Initiative (GRI) standards, "core" option.

GRI index

General disclosures		Page/section/reference
Organizational profile		
102-1	Name of the organization	Cover
102-2	Activities, brands, products, and services	Key message page 2, annual report 2021
102-3	Location of headquarters	Back cover
102-4	Location of operations	Annual profile 2022, annual report 2021
102-5	Ownership and legal form	Annual report 2021
102-6	Markets served	Key message page 2, annual profile 2022, annual report 2021
102-7	Scale of the organization	Annual profile 2022, annual report 2021
102-8	Information on employees and other workers	Women & youth, diversity & equal opportunity page 30
102-9	Supply chain	Procurement & supply chain page 35
102-10	Significant changes to the organization and its supply chain	Procurement & supply chain page 35
102-11	Precautionary Principle or approach	Worldwide Code of Employee and Business Conduct Charter of Bobst Group policy with regard to health, safety at work and environmental protection Supplier Code of Conduct
102-12	External initiatives	CEFLEX 4evergreen R-Cycle and Circular Economy SBTi
102-13	Membership of associations	ACTSR (Switzerland) AEnEc (Switzerland) AFCO (Spain) AIFEC (Spain) AirPlus International AG (Switzerland) AMEXICCOR (Mexico) ANIDIGRAF (Mexico) ANIPC (Spain) APIGRAF (Spain) Arbeitskreis Prägefoliendruck (Switzerland) Arbeitskreis Prägefoliendruck e.V. (Germany) Arbeitskreis Prägefoliendruck e.V. (Switzerland) ASPAC (Spain) Association suisse de la communication interne (Switzerland) Association suisse de normalisation (Switzerland) Association vaudoise des employés (Switzerland)

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting

> GRI index

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting

> **GRI index**

General disclosures		Page/section/reference
102-13	Membership of associations	ATEC (Spain)
		ATF (France)
		BPIF (United Kingdom)
		Chambre vaudoise du commerce et de l'industrie (Switzerland)
		China Packaging Federation (China)
		China Packaging Federation Paper Products Committee (China)
		China Plastics Processing Industry Association (China)
		Confindustria (Italy)
		Descartes Systems Group LLC (Switzerland)
		Digitalswitzerland (Switzerland)
		ECMA (Switzerland)
		Économie Région Lausanne (Switzerland)
		ERA – European Rotogravure Association (Switzerland)
		ESD Europaverband der Selbstständigen Deutschland (Germany)
		Europäischen Patentamts (Switzerland)
		European Carton Makers Associations (Switzerland)
		Fedafin AG (Switzerland)
		FEFCO (Switzerland)
		FFI e.V. Fachverband Faltschachte-Industrie (Germany)
		FIA (United Kingdom)
		Focusmem (Switzerland)
		Förderverein Deutsches Verpackungs-Museum e.V. (Germany)
		Förderverein Papierzentrum FÖP e.V. (Germany)
		Forum économique et politique (FEP) (Switzerland)
		GIM-CH (Switzerland)
		Handelskammer Deutschland-Schweiz (Germany)
		IHK Industrie- und Handelskammer Mittlerer Niederrhein (Germany)
		International Management Association (Switzerland)
		Innovaud (Switzerland)
		IPG (Switzerland)
		IPG, International Packaging Group (Switzerland)
		Mahratta Chamber of Commerce, Industries and Agriculture, Pune (India)
		Mergermarket (Switzerland)

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting

> **GRI index**

General disclosures		Page/section/reference
102-13	Membership of associations	National Technical Committee 192 on Printing Machinery of standardization Administration of China (China)
		Peergroups Rheinkreis Neuss (Germany)
		PICON (United Kingdom)
		PRO CARTON (Switzerland)
		Professional Committee of Laminated Film Products of China Plastics Association (China)
		Schweizer Feuerwehrverband (Switzerland)
		Schweizerisches Verpackungsinstitut (Switzerland)
		Shandong Packaging & Printing Association (China)
		Shanghai Municipal Federation of Trade Unions (China)
		SHINE (United Kingdom)
		Smithers Information Ltd (Switzerland)
		Songjiang Printing Association (China)
		SOS Assistance SA (Switzerland)
		SVBL Schweizerische Vereinigung für die Berufsbildung in der Logistik (Switzerland)
		SVI (Switzerland)
		Swiss Chamber of Commerce (China)
		Swiss India Chamber of Commerce Pune (India)
		Swiss-Chinese Chamber (Switzerland)
		SwissHoldings (Switzerland)
		Swissmem (Switzerland)
		Swissphotonics (Switzerland)
		Switzerland Global Enterprise (Switzerland)
		The Conference Board Inc (Switzerland)
		UIMM (France)
		VDW Verband der Wellpappen-Industrie e.V. (Germany)
		Verband Druck + Medien Nord-West e.V. (Germany)
		Verein GS1 Schweiz (Switzerland)
		Viscom (Switzerland)
		VVK e.V. Verband Vollpappe-Kartonagen (Germany)
		VSSH Vereinigung der Schweizerischen Stanzformenhersteller (Switzerland)

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting

> **GRI index**

General disclosures		Page/section/reference
Strategy		
102-14	Statement from senior decision-maker	CEO letter page 4, annual profile 2022
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	Worldwide Code of Employee and Business Conduct
Governance		
102-18	Governance structure	Annual report 2021
Stakeholder engagement		
102-40	List of stakeholder groups	Stakeholder engagement page 16
102-41	Collective bargaining agreements	Not available
102-42	Identifying and selecting stakeholders	Stakeholder engagement page 16
102-43	Approach to stakeholder engagement	Stakeholder engagement page 16
102-44	Key topics and concerns raised	Stakeholder engagement page 16
Reporting practice		
102-45	Entities included in the consolidated financial statements	Annual report 2021
102-46	Defining report content and topic Boundaries	Materiality assessment page 12 + page 14
102-47	List of material topics	Materiality assessment page 12
102-48	Restatements of information	Not applicable (first GRI report)
102-49	Changes in reporting	Changes in material topics and topic Boundaries vs sustainability report 2020
102-50	Reporting period	First GRI report published on 17 May 2022, then aligned with fiscal year publications
102-51	Date of most recent report	This is the first GRI report
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Investors@bobst.com
102-54	Claims of reporting in accordance with the GRI Standards	BOBST has reported in accordance with the GRI standards, "core" option, for the period of 01.01.2021 to 31.12.2021
102-55	GRI content index	Pages 55 to 61
102-56	External assurance	This report was not audited
Management approach		
103-1	Explanation of the material topics and topic Boundaries	Materiality assessment page 12
103-2	The management approach and its components	Materiality assessment page 12
103-3	Evaluation of the management approach	Materiality assessment page 12

- > Strategy
- > Operations reporting
- > Equipment reporting
- > Packaging use & end-of-life reporting

> **GRI index**

Economic disclosures – 200

Anti-corruption

205-2 Communication and training about anti-corruption policies and procedures

Page/section/reference

Business ethics page 37

Environmental disclosures – 300

Energy

302-3 Energy intensity

Page/section/reference

Machinery energy consumption page 43

Emissions

103 Management approach

305-1 Direct (Scope 1) GHG emissions

305-2 Energy indirect (Scope 2) GHG emissions

305-3 Other indirect (Scope 3) GHG emissions

Climate change page 21

Climate change page 21

Climate change page 21

Climate change page 21

Waste

306-1 Waste generation and significant waste-related impacts

306-2 Management of significant waste-related impacts

306-3 Waste generated

Packaging use & end-of-life page 50

Packaging use & end-of-life page 50

Not relevant, since the highest waste-related impact occurs downstream in the value chain. Packaging use & end-of-life page 50

> Strategy

> Operations reporting

> Equipment reporting

> Packaging use &
end-of-life reporting> **GRI index****Social disclosures – 400****Page/section/reference****Employment**

401-1 New employee hires and employee turnover

Not available

Occupational health & safety

403-1 Occupational health & safety management system

Occupational health & safety page 25

403-2 Hazard identification, risk assessment, and incident investigation

Occupational health & safety page 25

403-3 Occupational health services

Occupational health & safety page 25

403-4 Worker participation, consultation, and communication
on occupational health & safety

Occupational health & safety page 25

403-5 Worker training on occupational health & safety

Occupational health & safety page 25

403-6 Promotion of worker health

Occupational health & safety page 25

403-7 Prevention and mitigation of occupational health & safety
impacts directly linked by business relationships

Occupational health & safety page 25

403-8 Workers covered by an occupational health & safety management system

Occupational health & safety page 25

403-9 Work-related injuries

Occupational health & safety page 25

Diversity and equal opportunity

405-1 Diversity of governance bodies and employees

Women & youth, diversity & equal opportunity page 30

405-2 Ratio of basic salary and remuneration of women to men

Women & youth, diversity & equal opportunity page 30

Supplier social assessment

414-1 New suppliers that were screened using social criteria

Procurement & supply chain pages 35-36

Customer health and safety416-1 Assessment of the health & safety impacts of product
and service categories

Machine safety for the user page 47

Next generation

> [BOBST.COM](https://www.bobst.com)

Certain statements in the sustainability report, including but not limited to those regarding expectations for general economic development and the market situation, expectations for customer industry profitability and investment willingness, expectations for Company growth, development and profitability and the realization of synergy benefits and cost savings, and statements preceded by “expects”, “estimates”, “forecasts” or similar expressions, are forward-looking statements. These statements are based on current decisions and plans as well as on currently known factors. They involve known and unknown risks and uncertainties which may cause the actual results to materially differ from the results currently expected by the Company.

Potential risks and uncertainties include such factors as general economic conditions, foreign exchange rate fluctuations and interest rate fluctuations, competitive product and pricing pressures, the Company's operating conditions, and regulatory developments.

- Empowering the future

What can we
do together?

Bobst Group SA

P.O. Box
CH-1001 Lausanne
Switzerland
Tel. +41 21 621 21 11
Fax +41 21 621 20 70
www.bobst.com

Investor relations

Tel. +41 21 621 25 60
Fax +41 21 621 20 69
E-mail: investors@bobst.com

Security symbols

SIX SWISS EXCHANGE: BOBNN or 1268465
ISIN: CH0012684657
SIX Telekurs: BOBNN,4 or 1268465,4
Bloomberg: BOBNN SW
Reuters: BOBNN.S

Disclosure of shareholdings

Bobst Group SA
Share Register
P.O. Box
CH-1001 Lausanne
Switzerland
Fax +41 21 621 20 37
E-mail: shareholders@bobst.com

Website links

investors.bobst.com/documents – to reach the Articles of Association of Bobst Group SA, the Organization Regulations of Bobst Group SA, the Worldwide Code of Employee and Business Conduct, the Supplier Code of Conduct, the Charter of Bobst Group policy with regard to health, safety at work and environmental protection.

investors.bobst.com/publications – to reach the annual reports, annual profiles and sustainability reports of Bobst Group SA.

© Copyright 2022 Bobst Group SA

Concept and design: Markenfels AG
Sustainability strategy consulting: dss+

Follow us on:

