



Sustainability

The Bossard Group has been committed to sustainable corporate development for generations. This sustainability report explains Bossard's activities and efforts to achieve long-term sustainable growth. The report contains information on the strategic and organizational anchoring of sustainability throughout the Group's operations as well as explanations on the respective focus areas: Future Proven Solutions, Reduced Footprint, Empowered People, and Fair Partnership.

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AT A GLANCE

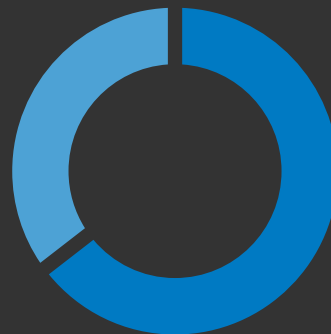
Sustainability

Employees by region



- Europe (57%)
- America (15%)
- Asia (28%)

Employees by gender



- Men (65%)
- Women (35%)

66.1

Recycling rate of waste in percent

80

Purchasing volume in percent covered by signed Supplier Code of Conduct

22,556

Total energy consumption in MWh

2,746

thereof renewable

9,151

Electricity consumption in MWh

2,247

thereof renewable

SUSTAINABILITY AT BOSSARD

Business model

As one of the largest global distributors of fasteners, Bossard's business model itself represents a connecting element between manufacturers of fasteners and customers from a wide range of industries. Bossard also provides consulting services in the field of assembly technology.

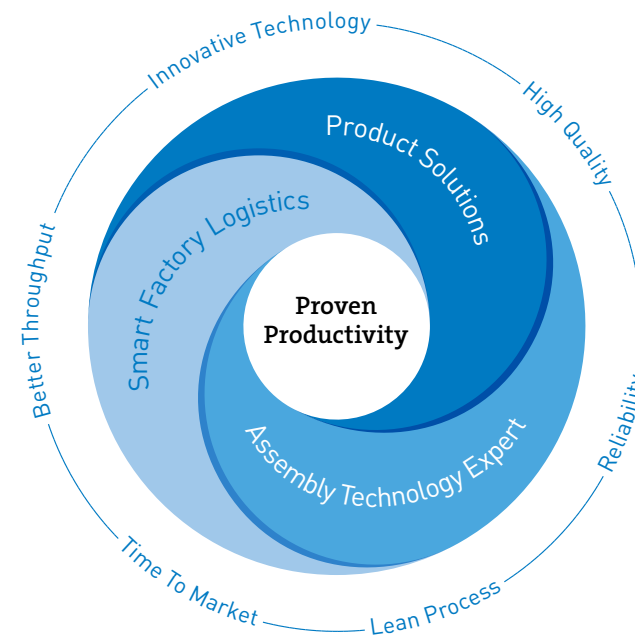
Bossard is a leading partner providing industrial fastening and assembly solutions for companies in the electro-mobility, railway and medical technology industries around the globe. In addition to product solutions, Bossard also offers engineering and logistic services. Bossard's services cover a wide spectrum ranging from product design to the structuring of supply chains and the digitalization of manufacturing processes. The focus is on three strategic core areas. First, finding optimal product solutions by evaluating and using the best fasteners for each intended application. Second, from the moment

a customer starts designing a new product, Bossard's application engineers provide the smartest solution for any given fastening challenge. And third, streamlining customer logistics, specifically reducing or even eliminating procurement costs along the entire supply chain.

Bossard with its headquarters in Zug, Switzerland, has more than 2,900 employees in 81 locations in 31 countries. Most locations are in Europe, where 55 percent of sales are generated. For additional information, see the [\(→\) Company section](#) and the [\(→\) Financial Report](#).

Increasing customer productivity

Bossard's business model consists of three areas: Product Solutions, Assembly Technology Expert, and Smart Factory Logistics. The overarching objective is Proven Productivity. For Bossard, this means helping customers increase their productivity.



Product Solutions

Bossard's product range includes approximately 200,000 different fastening elements, including screws, nuts, rivets, washers and electrical fasteners. Bossard sources these products from more than 5,100 suppliers worldwide. Most of the fasteners are purchased in Asia, with a smaller share purchased in Europe and the USA and finished locally. This large network of suppliers helps to minimize supply risks. Bossard stocks standard products in its own warehouses from where they are dispatched to customers. Special parts and products for specific requirements are manufactured to order.

Customers generally place orders through Bossard's online store. To meet special requirements, Bossard puts together customized product solutions. For example, bought-in parts are coated or packed in suitable kits as required. Transportation and delivery to customers are carried out by external service providers on behalf of Bossard.

Assembly Technology Expert

As part of its Assembly Technology Expert services, Bossard assists the product designers and engineers of its customers with design, optimization of assembly processes and selection of suitable fasteners. In addition, Bossard conducts training courses at its customers' locations to teach their employees the technical basics of fastening technology and to provide expertise in implementing digitalized production environments.

Smart Factory Logistics

For many customers, the products sourced from Bossard are just one of many elements they need to manufacture their own products. Bossard offers a smart logistics solution that digitalizes and automates logistics so that customers can focus on their core business. For example, stock levels are checked in real time and replenished automatically, allowing materials to be delivered directly to the assembly workstations. This reduces errors in parts logistics and makes material handling easier for customers.

The Smart Factory Assembly software supplements the digital logistics processes with digital documentation of work instructions and a connection of smart devices. The recorded data ensures maximum transparency and traceability, which is particularly important for customers when it comes to controllable processes and their optimization.

“Bossard offers a smart logistics solution so that customers can focus on their core business.”

SUSTAINABILITY AT BOSSARD

Strategic foundations of sustainability

Bossard's products and services simplify and optimize processes across all fastening solutions. By targeting savings in materials, energy and production capacities, they are increasingly helping customers achieve their sustainability goals. Bossard also endeavors to be known and valued as a sustainable supplier through strategic sustainability efforts and transparent communication.

Bossard's overarching sustainability ambitions are based on the United Nations Sustainable Development Goals (SDGs) and are in line with the ten principles of sustainable corporate leadership laid out in the United Nations Global Compact. Bossard's sustainability efforts are based on the topics identified as material. These were defined in 2022 in accordance with the principles of double materiality.

Identification of material topics

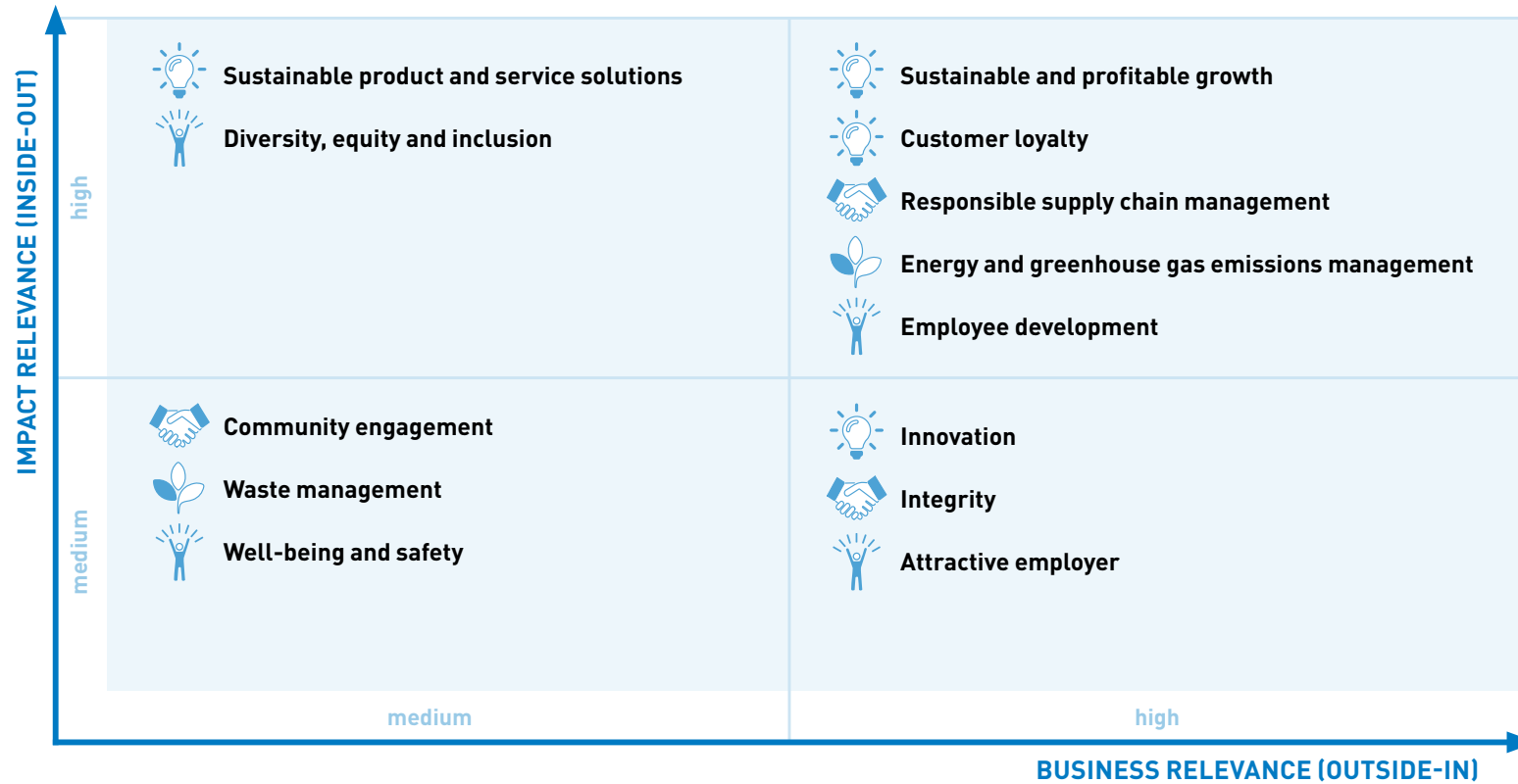
The material topics are the basis for Bossard's sustainability management and external reporting. These material topics were defined in 2022 as part of a double materiality analysis. The starting point was a series of potentially material topics, compiled from comparable companies and upstream and downstream partners in the value chain, reporting standards and ratings. Taking into account the findings from a strategy workshop, the list of potentially material topics was shortened to 13. In an online survey, around 20 leaders in their respective field of expertise assessed the relevance of Bossard's impact in these areas (impact materiality) as well as the relevance of the impact these topics have on Bossard's business success (financial materiality). Based on the mean values of impact and effect, a provisional materiality matrix was created, which then underwent final validation by the CEO, the CFO and the ESG project team during a workshop. The final materiality matrix and the list of material topics for Bossard were presented to the board of directors in 2022 and acknowledged accordingly.

For the reporting year 2023, Bossard reviewed the material topics to ensure they are current and comply with Swiss legal requirements for non-financial reporting. As a result, no adjustments were made to the material topics.

As part of this review, Bossard's material topics were mapped to the topics stipulated by Swiss law ([→ CO reference table](#)). For 2024, Bossard plans to conduct a materiality analysis that takes into account European legislation.

“Bossard products and services are increasingly helping customers to achieve their sustainability goals.”

MATERIALITY MATRIX



- Future Proven Solutions
- Reduced Footprint
- Empowered People
- Fair Partnership

Focus areas as strategic foundations for sustainability

Bossard’s four focus areas provide the overarching strategic framework for both strategic sustainability efforts and this sustainability report:

- Future Proven Solutions
- Reduced Footprint
- Empowered People
- Fair Partnership

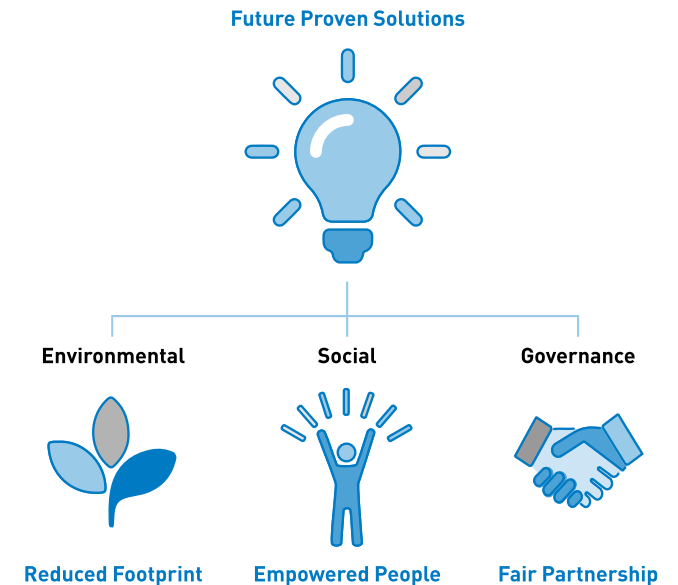
These four focus areas cover the economic, environmental, social and governance dimensions of responsible corporate leadership at Bossard.

The **Future Proven Solutions** focus area encompasses the economic topics “Sustainable product and service solutions”, “Sustainable and profitable growth”, “Customer loyalty”, and “Innovation”. Bossard’s solutions not only lead to greater efficiency and productivity, but also enable the careful use of resources. With quality and efficiency in mind, Bossard endeavors to optimize the sustainability of the services and product solutions it offers.

The **Reduced Footprint** focus area includes all environmental issues which Bossard is able to influence and which affect Bossard’s business activities. Specifically, these are the material topics “Energy and greenhouse gas emissions management”, and “Waste management”. Bossard endeavors to systematically identify and minimize the environmental impact associated with its business activities and the upstream and downstream processes in the value chain. Bossard uses natural resources sparingly and records key figures to identify strengths and weaknesses in terms of environmental performance.

Empowered People means that Bossard’s employees are the driving force behind Bossard’s business success. For this reason, a working environment that supports the physical and mental well-being of employees is key. Implementing a diversity and equal opportunities strategy, combating discrimination, and promoting training and professional development allows employees to realize their full potential and helps the company attract new talent and reduce employee turnover. The Empowered People focus area is made up of the material topics of “Diversity, equality and inclusion”, “Occupational health and safety”, “Employee development”, and “Attractive employer”.

Fair Partnership covers the material topics of “Community engagement”, “Responsible supply chain management”, and “Integrity”. Engagement in the Fair Partnership focus area goes hand in hand with transparent and fair corporate governance and helps Bossard maintain its reputation with its stakeholders and ensure responsible cooperation with suppliers.



Stakeholders and memberships

Bossard recognizes a growing interest in sustainability issues on the part of its stakeholders and therefore maintains a continuous dialog on the subject. These expectations also encourage Bossard to set ambitious goals and implement specific projects.

In addition to its employees, Bossard's most important stakeholders include customers, suppliers, business partners, investors, rating agencies, the media and legislators. Dialog, for example engagement meetings, as well as interactions on various communication channels or direct collaboration, allows Bossard to understand needs, reconcile expectations and build partnerships. This vehicle is primarily used for exchanges with suppliers and investors. Exchange with business partners and customers primarily takes place in the course of cooperation. When working with suppliers, exchange on sustainability issues is integrated into the audit process. This enables both parties to learn how to handle ESG challenges and make better use of synergies.

To meet the needs of customers, for example, a project was implemented to provide better guidance on recycling Smart Factory Logistics solutions. In the context of packaging, Bossard has developed best practice cases that help customers to optimize their processes. The 50th anniversary of Swiss Export Day, which gave Bossard the opportunity to present its sustainability ambitions and Strategy 200, was a key event for the company's exchange with stakeholders on sustainability.

Bossard's stakeholder engagement also includes memberships and partnerships. They promote the transfer of knowledge, help Bossard become involved in the industry, and form the basis for new collaborations or innovations:

- Bossard is a member of the European Fastener Distributor Association (EFDA), with Bossard's VP Supply Chain Management as its President. EFDA represents the interests of fastener distributors at the European and global level; its mission is to defend free trade and promote the competitiveness of its members.
- Bossard Switzerland is a member of "Fachverband des Schrauben-Grosshandels" (FDS), the trade association for wholesalers of screws. FDS is the platform and lobbying organization for wholesalers of screws, nuts and other mechanical fasteners. It bundles the industry's knowledge and communicates with policymakers, the media and society as a whole.

- Bossard Switzerland is also a member of procure.ch, the Swiss purchasing association, and Swissmem, the association for both SMEs and major corporations in the Swiss technology industry.
- Bossard America is a member of the National Fastener Distribution Association (NFDA), a nonprofit trade organization focused on quality assurance and market expansion.
- Bossard Ireland is a member of the British Irish Fastener Distribution Association (BIFD).

“Bossard is encouraged to set ambitious goals and implement specific projects.”

Global programs and reference frameworks

Bossard’s sustainability efforts are based on internationally recognized guidelines, objectives and standards.

United Nations Global Compact

In 2021, Bossard’s CEO signed the Letter of Commitment of the United Nations Global Compact. Like more than 15,000 other companies, Bossard is committed to the ten global principles of sustainable corporate leadership in the areas of human rights, labor, environment and anti-corruption. By joining the United Nations Global Compact, Bossard pledges to publish an annual Communication on Progress.

United Nations Sustainable Development Goals

The 17 United Nations Development Goals (UN SDGs) set out global ambitions for sustainable development. Bossard has identified five SDGs on which its own business activities have the most significant impact.

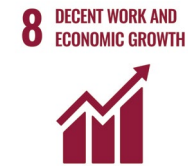
SDG 7, “Affordable and clean energy”: Bossard strives to offer products and services with a low carbon footprint. Wherever possible, the company uses renewable energy and efficient processes.

SDG 8, “Decent work and economic growth”: As an international company, Bossard creates jobs for employees regardless of gender, age, religion, ethnicity, disability and sexual orientation. Bossard is committed to providing humane and non-discriminatory working conditions for its employees.

SDG 9, “Industry, innovation and infrastructure”: Bossard’s business activities have the greatest impact on SDG 9, which aims to build resilient infrastructure and promote sustainable industrialization and innovation. Bossard’s solutions and services modernize the industry and support resource-friendly, efficient production processes.

SDG 12, “Responsible consumption and production”: The efficient and responsible use of Bossard’s products and services is in line with SDG 12. Bossard contributes to SDG 12 by promoting the circular economy, reducing the consumption of resources and materials, and minimizing waste.

SDG 13, “Climate action”: Bossard determines its environmental footprint and calculates carbon emissions, which helps the company define climate targets. Bossard is focusing primarily on promoting energy efficiency and the efficient use of electricity, as well as on implementing measures to reduce carbon emissions in transportation and packaging.



SDGs: Bossard focuses on these five sustainability goals (source: www.globalgoals.org).

SUSTAINABILITY AT BOSSARD

ESG governance

Based on the requirements of law and the articles of association, the board of directors exercises overall management (management function), supervision and control (control and organizational function) over the Group and its business units, thus ensuring corporate governance within the Group. As a result, the board of directors is responsible for Bossard’s business activities. This applies to both financial and non-financial matters.

As the highest supervisory and management body, the board of directors is responsible for the overall management of Bossard. This also includes non-financial matters relating to environmental, social and governance (ESG) issues. It is therefore important for the board of directors to ensure that it has ESG expertise ([→ competence matrix](#)). The VP Sustainability regularly reports to the board of directors on ESG issues. The involvement of the board of directors with regard to climate is described in the TCFD report ([→ TCFD reporting](#)).

Board of directors sets ESG targets for the first time

Bossard endeavors to set targets for all focus topics up to 2031 and 2040. Corresponding targets were developed in workshops during the reporting year, taking into account regional needs and ambitions, and approved by the Group executive committee and the board of directors. Bossard will tackle the development of specific implementation measures in the coming years.

Sustainability positioned high in the hierarchy

The management of the business is delegated to the executive committee. Within this body, overall responsibility for sustainability lies with the CEO. The VP Sustainability, who reports to the CEO, is a member of the extended executive committee and thus part of Bossard’s management team. The sustainability team headed by the VP Sustainability reports regularly to the executive committee on progress made on ESG issues.

Compliance violations in the area of ESG

Bossard has defined the legal department as well as local trusted leaders as points of contact for compliance violations, which also include critical concerns in the area of ESG. This is set out in the Code of Conduct and is communicated to employees during training sessions.

Critical concerns can be reported in person, by e-mail to a trusted leader, to the legal department, or via the new electronic Integrity Line, which allows for anonymous reports ([→ Integrity](#)). Critical concerns reported are processed with the involvement of other departments if necessary and reported in anonymized form to the board of directors. Bossard plans to give access to the electronic Integrity Line for external stakeholders in the future. No critical issues were reported to the board of directors in 2023.

“Bossard endeavors to set targets for all focus topics up to 2031 and 2040.”

Risk management

The board of directors and the executive committee review the risk landscape annually from a strategic and operational perspective ([→ Risk management](#)). In addition to financial risks, this also includes ESG risks, such as risks in the supply chain or environmental risks. Each risk is analyzed in terms of the potential (financial) loss that would arise if the risk were to materialize. Based on these findings, Bossard defines targets and measures to minimize the risk. This process is documented on an ongoing basis and its effectiveness is reviewed by the finance department. The climate-related risks and opportunities and their management are set out in the TCFD report ([→ TCFD reporting](#)).

DIVERSITY OF MANAGEMENT BODIES

Diversity of management bodies	31.12.2023			31.12.2022		
	Male	Female		Male	Female	
By gender						
Board of directors	4	3		6	2	
Executive committee	6	1		6	-	
By age	< 30	30-50	> 50	< 30	30-50	> 50
Board of directors	-	4	3	-	3	5
Executive committee	-	1	6	-	-	6

“Bossard defines targets and measures to minimize risk.”

SUSTAINABILITY AT BOSSARD

TCFD reporting

In 2023, Bossard gave extensive consideration to the requirements of the Task Force on Climate-Related Financial Disclosures (TCFD). Risks and opportunities and their impact on the business strategy were analyzed and evaluated in a multi-stage process. At Bossard, climate-related risks are integrated into the standard risk management process. Bossard's exposure to climate-related risks is moderate. They are outweighed by opportunities for new, sustainable business areas.

Governance

The Bossard Group's organizational structure is based on a clear delineation of tasks, competencies and responsibilities. Climate-related issues are integrated into all strategic tasks. The ESG team, which is responsible for the operational implementation of the Group-wide sustainability strategy, regularly reports to the executive committee on climate-related opportunities and risks. At these meetings, the executive committee and the VP Sustainability discuss climate-related budget allocations and the design of climate protection measures.

The VP Sustainability reports directly to the CEO on climate-related opportunities and risks and is responsible for integrating them into the business strategy. The CEO approves climate protection measures and strategies for dealing with climate-related opportunities and risks. As part of its responsibility for Bossard's business strategy, the board of directors also approves the sustainability strategy, which includes climate targets and climate protection measures.

Strategy

In accordance with the requirements of the TCFD, Bossard distinguishes between physical and transitory climate risks. Physical risks arise from direct climatic events and have an impact on Bossard's operating activities. Transitory risks, on the other hand, arise from the decarbonization of the economy or from the resulting legal, social, economic or technological conditions. The main risks for Bossard are shown in the table below.

Risk	Characterization	Potential impact
Cyclones, hurricanes, typhoons	Short-term, acute-physical, likely, medium impact	Some of Bossard's locations (e.g. in South-East Asia) are exposed to severe weather. Extreme events could cause damage to buildings and impair business processes.
Flooding	Short-term, acute-physical, likely, medium-high impact	Extreme weather situations such as flooding could interrupt Bossard's supply chain. This could reduce supplier production volumes, thus leading to a drop in sales.
Regulation of existing products and services	Medium-term, transitory, very likely, medium-high impact	Stricter regulations could make purchasing more difficult for suppliers outside the EU, thus influencing Bossard's business.
Carbon tax	Short-term, transitory, very likely, medium-high impact	The European Union's Carbon Border Adjustment Mechanism (CBAM) will make Bossard's products more expensive in the future.
More expensive raw materials	Short-term, transitory, probable, medium-high impact	Higher energy and raw material prices increase the purchase prices of materials in the supply chain.
Stronger climate reporting requirements	Medium-term, transitory, very likely, low impact	There is considerable pressure from customers and society to reduce emissions, set ambitious targets, and disclose relevant efforts. This requires higher personnel expenses, which can affect the cost structure within the Bossard Group.

In addition to the risks, the following climate-related opportunities were identified as being important for Bossard’s business, strategy and financial planning.

Opportunity	Characterization	Impact
Products and services	Medium-term, probable, high impact	Bossard’s solutions not only enable greater efficiency and productivity, but also promote the careful use of resources and reduce environmental impact. This can boost sales due to increasing relevance and demand.
Resource efficiency	Medium-term, probable, medium impact	To an ever greater extent, Bossard products and services are helping customers reduce their emissions. Supplier consolidation for Smart Factory solutions, for example, reduces transportation routes, and Assembly Technology Expert services help customers execute processes efficiently. Reusable products are becoming increasingly relevant. Likewise, dismantling solutions to promote the circular economy are becoming more and more important. This can contribute to an increase in sales due to increasing relevance and demand.

Influence of climate-related opportunities and risks on Bossard’s strategy

As a distribution company, Bossard is only moderately exposed to climate risks overall. From Bossard’s perspective, positive effects may even outweigh the negative effects in the medium to long term. Thanks to more efficient use of resources, Bossard’s customers can save costs in the development, design, purchasing or logistics of their products. This increases the demand for Bossard’s solutions and, thanks to financial gains, drives further innovation and investment in the development of new, sustainable products and solutions.

Bossard strives for a stable supply chain: To avoid interruptions in the supply chain, transportation routes are increasingly being diversified and logistics processes are being designed to be environmentally friendly.

Thanks to the increasing use of renewable energies, Bossard is reducing operating costs, thus mitigating the risk of carbon taxes. In addition, the integration of circular approaches addresses transitory risks such as increasing regulation and the rising cost of raw materials.

Risk management

For identification and assessment purposes, Bossard has firmly integrated climate-related risks into the risk management process: The board of directors and the executive committee review the risk landscape annually from a strategic and operational perspective. In addition to financial risks, this also includes ESG risks relating to the supply chain, raw materials and physical and transitory climate risks. Each risk is analyzed in terms of the potential (financial) loss that would arise if the risk were to materialize. Based on these findings, Bossard defines targets and, if necessary, next steps to minimize the risk. This process is continuously documented and checked for effectiveness by Bossard’s Group Controlling team.

Metrics and targets

Bossard’s climate-related performance indicators and the targets that have been set can be found in the “Reduced Footprint” focus area in the material topic “Energy and greenhouse gas emissions management”.

FUTURE PROVEN SOLUTIONS

Sustainable and profitable growth

Bossard's understanding of sustainable and profitable growth includes long-term business development that has no negative impact on nature, employees or partners. Sustainable and profitable growth helps Bossard secure its position as a market leader. By implementing high sustainability standards, the company is able to positively influence the entire value chain.

Market leader with a sustainable value chain

Bossard strives for sustainable and profitable growth to ensure competitiveness and productivity while taking sustainability goals into consideration. The aim is to maintain and strengthen Bossard's position as an industry leader. Thanks to this position, Bossard is able to positively influence the upstream and downstream value chain and offer its stakeholders safety, reliability and holistic services. These services give customers access to innovative and efficient processes resulting in less waste of materials.

Growth, but not at any price

Bossard wants to be recognized as a reliable partner of choice in its industry. This requires forward thinking, sustainable management, and transparent communication. The company understands "sustainable and profitable

growth" to mean long-term, profitable business development that is aligned with geographical, ethical and political conditions and does not harm nature, employees, customers or suppliers.

In the course of economic success, it is important for Bossard to create transparency regarding the origin, production conditions and environmental impact of its products. To an increasing extent, these high standards are reflected in Bossard's pricing. On the one hand, Bossard offers products in different price segments and, on the other hand, it wants customers to become aware that compliance with increasingly complex legal requirements and high sustainability standards must be reflected in the price. In the long term, this strategy will increase the company's competitive position.

Strategy 200

In 2021, Bossard presented its strategy for the next ten years: Strategy 200 is intended to contribute to sustainable and profitable growth. It includes implementing a cultural transformation as well as reorganizing and advancing sales and marketing. Strategy 200 thus embeds long-term thought and action in the company and among business partners. It consists of eight target-oriented key initiatives that form an integral part of the management teams'

agenda. As part of Strategy 200, Bossard also set targets for service offerings and products. Strategic success factors have been defined for some of the eight key initiatives, which are monitored using controlling and analysis measures as well as customer surveys and customer evaluations.

Developments in 2023

In 2023, Bossard advanced various projects and services to increase productivity and competitiveness. In particular, the business areas expanded in 2022 offered the potential for further productivity gains: Bossard expanded its Smart Factory Assembly systems and invested in a Fastening Research and Development position to drive its own product and process innovations. The software for Smart Factory Logistics was improved to make system maintenance more effective and efficient. Supplier Consolidation Solution, a supplier management system for reducing process costs, was enhanced as well. In the engineering area, the focus was on ensuring a consistent data structure. To strengthen sustainable business development, Bossard raised awareness of sustainability issues among employees through internal ESG communication. In addition, strategic initiatives such as the implementation of a standard ERP system were integrated and expanded.

FUTURE PROVEN SOLUTIONS

Customer loyalty

For Bossard, customer satisfaction means that customers remain loyal over the years, expand the business relationship on their own accord, report positively about Bossard, and recommend the company to others. Bossard's customers benefit from customized solutions. Satisfied customers see Bossard not only as a supplier, but also as a partner. They work with Bossard to develop tailor-made solutions.

Customer-centric solutions

Bossard pursues a customer-centric approach and maintains an open, trusting and transparent dialog with its customers at all times. Fundamental to this approach are Bossard's Code of Conduct and business ethics policy. Bossard's products and services must ensure consistently high quality and safety and meet legal and customer-specific requirements.

Bossard's strategy is to find the right solution for every customer. This includes high-quality standard fasteners such as screws, nuts, rivets, washers as well as electro-technical fastening elements. Of additional importance are product lines such as ecosyn® and FASTEKS®, which offer smart fastening solutions tailored to customer needs. This allows customized solutions and engineered parts to be produced according to the customer's specifications and facilitates cooperation to achieve optimal results.

Customer needs and customer satisfaction

Bossard uses various tools to determine customer satisfaction: In co-creation workshops, the focus is on exchanging ideas with customers on site. While these workshops are designed to collaboratively identify challenges and develop solutions, discovery workshops are conducted to find areas that offer the greatest potential for increasing productivity. Personal meetings are held with customers to determine their needs. This gives Bossard's customers the opportunity to provide feedback or report problems and concerns. Bossard asks its customers specifically about their pain points so that the right solutions can be developed collaboratively. In addition, Bossard uses Net Promoter Score surveys to measure customer satisfaction. To obtain direct feedback and input on pilot projects, Bossard presents product innovations at conferences or in customer webinars.

For customer relationship management, Bossard uses CRM systems and digital communication platforms. This includes ARIMS, an interactive digital supply chain platform that gives Bossard's customers a comprehensive view of B- and C-parts. One highlight of the reporting year was the transformation of the ARIMS community from a pilot project into a multiregional project. The result is a working platform that facilitates collaborative development between Bossard and its customers. Bossard plans to expand this project to multiple locations.

Product safety

With existing processes and controls, Bossard ensures the safety and compliance of the products sold to the extent within Bossard's responsibility. Mandatory requirements include data publication, hazardous goods labeling and versioning of drawings. By means of digital warnings or warnings affixed directly to the product, Bossard draws customers' attention to possible risks when handling the products and processing equipment. This is how Bossard meets the increasingly complex requirements for product labeling and documentation. As a matter of course, Bossard complies with all relevant guidelines and laws regarding product quality and safety.

Rising customer expectations

To ensure customer loyalty, Bossard needs to provide comprehensive support. Because Bossard offers an ever-expanding portfolio of services, the demands on customer advisors are increasing. Bossard is evaluating how the appropriate roles and organizational forms can meet these rising demands in the future. As large customers absorb a great deal of resources, there is a risk that these resources will not be available for new industries or innovative start-up customers, for example, and that trends may be missed.

FUTURE PROVEN SOLUTIONS

Innovation

At Bossard, innovations are used to optimize internal processes and to offer innovative services and product solutions for customers. Product innovations are an important part. Innovations require constant learning in order to use the latest technologies and methods. Digitalization helps Bossard achieve business goals and meet customer needs.

What innovation means at Bossard

Bossard defines innovation as the introduction of new products and services as well as the continuous improvement of its product range and internal processes. Being innovative means being bold, experimenting and taking risks. This allows Bossard to increase the efficiency of its own processes and constantly offer new, innovative services. For Bossard, it is essential to anticipate the needs of its customers and to develop solutions that offer added value. Increased efficiency in business processes not only benefits customers, but also strengthens Bossard's market position. Bossard intends to generate a certain share of sales over the next ten years with products that it launches itself or that are only available from Bossard.

Innovation and responsibilities

Innovation enables Bossard to stand out from the market. It increases product quality and reduces waste thanks to optimized processes. In addition, a digitalization program will support the development of new products and services and optimize internal operating processes. Smart Factory Logistics, for example, helps reduce carbon emissions, while Smart Factory Assembly has a positive impact on quality standards and provides safe working conditions for employees.

Innovation efforts are continuously monitored and promoted as part of Strategy 200. At Bossard, a dedicated project team is responsible for promoting innovation. Change agents also help put innovations into practice. Bossard employees receive training on implementing innovative and digitalized processes. Because Bossard pursues a bottom-up approach, many positions share responsibilities in the areas of innovation and digitalization. The responsibilities are divided into process and system innovations, service and product innovations, as well as digitalization.

Examples of innovation

Bossard uses Last Mile Management or multimodal models to create product innovations in the composites sector. A fastening technology R&D team has been working on product innovations since 2023.

The composites application team develops solutions for materials and construction methods of the future. This is a very new area where hardly any standards exist. For Bossard, this represents an opportunity to position itself with its solutions, some of which are proprietary, and set new standards.

Major innovations in the reporting year included the roll-out and scaling of Real Time Manufacturing Services (RMS), which make the milling and turning of parts faster and more reliable. In collaboration with Innosuisse, Bossard completed projects such as SmartCamera, which supports manual assembly activities and assists assembly workers with complex, difficult-to-control tasks. SmartCamera enables Bossard to expand its Smart Factory Assembly offering: The research project has evolved into a start-up in which Bossard holds a stake. AI-based Symbiotic Logistic Assistant, RMS Master-3D and SmartKVP were other Innosuisse projects launched in 2023 that focus primarily on the use of artificial intelligence: RMS Master-3D, for example, optimizes Bossard's Real Time Manufacturing Services platform, and SmartKVP is used to research intelligent communication and collaboration in industrial assembly.

Challenges associated with innovation

When introducing innovative processes and products, it is important to gain buy-in from customers and employees, not to overburden them, and to choose the pace of new innovations and their implementation carefully. Bossard has created a video series entitled “Exponential Technologies @ Bossard” to introduce employees to innovations.

One risk associated with innovations is a weak market launch strategy: It is possible that investments made in test materials or patents remain unused or are not marketed to customers in a suitable manner.

“*Smart Factory Logistics help to reduce carbon emissions.*”

Fasteners for electrically operated high-speed boats



Bossard supports innovative projects. One example is the AGH Solar Boat project in Poland, which involves the construction of zero-emission, electrically powered speedboats. Bossard Poland is supplying suitable components and fasteners for this university project. In addition, Bossard actively supports the university teams through collaborative product specification

during the design phase. The collaborative efforts include personal meetings, tests, technical support and knowledge transfer. In the reporting year, the AGH Solar Boat came in sixth in the New Energy Regatta in the Netherlands and won first place in the annual Cooper Naval Architecture Award.

FUTURE PROVEN SOLUTIONS

Sustainable product and service solutions

Bossard's products and services are increasingly aligned with the sustainability requirements of its customers. Cooperation with certified suppliers helps incorporate environmental and social standards along the value chain. Bossard's solutions not only lead to greater efficiency and productivity, but also conserve natural resources. SmartOrdering, for example, reduces transportation routes. MultiMaterial-Welding helps eliminate fastening elements and components, saving costs and energy.

Efficient processes and careful use of natural resources

Bossard offers products and services that meet the sustainability requirements of its customers: They consume fewer resources and minimize product waste wherever possible. Thanks to lean assembly processes, Bossard's product solutions not only boost the efficiency and productivity of its customers, they also help them use natural resources carefully. Cooperation between customers, application engineers, suppliers and other business partners also contributes to more efficient processes.

Bossard's Smart Factory Logistics and Last Mile Management services help consolidate shipments and optimize transportation routes. This makes it possible to reduce the number of deliveries, thereby saving fuel and emissions. Last Mile Management digitalizes and optimizes internal logistics and makes processes paperless. It also assists intralogistic workers when filling assembly workstations. Product demand is triggered directly from the assembly workstation via a smart display or fully automated scales. The material requirements are displayed in an app. This saves trips to check where new material is needed or to collect empty containers.

Assembly Technology Expert services help customers use fasteners correctly and efficiently (e.g. by reducing the number of elements).

Carbon footprint of products

Because of regulations and customer requirements, Bossard is increasingly being asked to determine and disclose the carbon footprint of its products. Bossard is examining to which extent the potential of the total cost of ownership concept can be leveraged in the future to calculate the carbon footprint of its products. In addition to reducing transportation costs, Bossard is also planning to develop fasteners made from new materials.

Recycling is playing an increasingly important role in the composites sector. As a result, the reusability of fasteners and end-of-life processes with suitable disassembly solutions is becoming ever more relevant. Smart Factory Services help with disassembly, prevents the mixing of materials and enables reverse process design.

Optimization of the delivery process

One Group-wide goal is to optimize delivery processes. Thanks to Smart Factory Logistics and machine learning, some progress has been made. Smart Factory Logistics helps customers define the delivery cycle in advance. SmartOrdering is based on an algorithm that analyzes product consumption, order quantities and time of ordering. The optimum order values are calculated based on the actual consumption of the previous year and potential future consumption. Past consumption patterns are used to calculate when a stockout will occur. This saves transportation routes and work steps and avoids express orders. In 2023, 60 percent of Smart Factory Logistics customers were already using SmartOrdering and 41 percent of all their items were processed via SmartOrdering. Bossard intends to reduce express orders by 30 percent. For this reason, the company is planning to roll out SmartOrdering to 80 percent of these customers over the long term.

Activities in 2023

Bossard introduced MultiMaterial-Welding technologies in the market in 2022. This technology makes it possible to reduce fasteners and components, which reduces costs and energy requirements. Assembly requires less material and energy, and waste is reduced. Bossard reduces transports by granting customers licenses to produce fasteners for MultiMaterial-Welding. As an example, floor mat clips where MultiMaterial-Welding is used. One focus was on new solutions for lighter construction types and faster assembly processes, for example for high-strength aluminum screws, composites, titanium components or friction welding.

Reinventing freedom thanks to wheelchairs for off-road use



Bossard Norway supports the company Exoquad with product solutions and services. Exoquad develops wheel-chairs suitable for use on hilly terrain, enabling people with physical disabilities to explore the outdoors and giving them back a degree of mobility. The wheel-chair, which offers maximum functionality, is fully electric and all-wheel drive. Its design with four wheels

ensures stability. Bossard Norway supports the project at its own expense by providing C-parts, consulting and Smart Factory Logistics services. The all-terrain wheelchair is a new invention. It has only been in production for two years, but it has exceeded all expectations.

REDUCED FOOTPRINT

Energy and greenhouse gas emissions management

Energy and greenhouse gas emissions management is a top priority for the Bossard Group. It designs its own processes and operating procedures to be as environmentally friendly as possible and aims to influence the entire value chain in favor of climate protection. Comprehensive carbon footprints help the company define climate protection measures.

Commitment to climate protection along the value chain

The Bossard Group designs its own processes and operations to be as environmentally friendly as possible. The majority of greenhouse gas emissions occur in the upstream supply chain: Approximately 90 percent of Bossard’s emissions are attributable to the “Purchased goods and services” category. Bossard succeeded in reducing operational emissions (Scope 1 and Scope 2) between 2021 and 2022. Bossard intends to take targeted measures to make the entire value chain climate-friendly. Bossard’s Code of Conduct and Supplier Code of Conduct stipulate specific requirements to ensure that Bossard’s employees and business partners act in an environmentally friendly manner. At the Group level, the VP Sustainability is in charge of climate-related issues. In the business units, the general managers or environmental managers are responsible for climate and energy issues.

Carbon footprint, measures and targets

Bossard calculates carbon emissions and identifies the largest emission sources. The results show where emission reductions are possible. A data portal ensures consistent data quality on energy and resource consumption as well as waste and greenhouse gas emissions and helps design and implement environmental protection measures. The data portal is revised annually to keep it up to date and optimize Bossard’s reporting. For data management, the company uses an app that programs business intelligence reports from business unit data and evaluates them for monitoring and comparison purposes. The experience gained by the business units enables Bossard to continuously improve data quality and transparency.

In 2023, Bossard held workshops with all three geographical regions to formulate climate protection ambitions and possible measures. To reduce greenhouse gas emissions, Bossard focuses on promoting energy efficiency (e.g. reducing heating or cooling energy) and the efficient use of electricity. Based on the workshops, measures and climate targets were defined that will enable the company to lower greenhouse gas emissions even further in the future. For example, emission savings can be achieved in transportation and packaging.

In the reporting year, Bossard set itself the following climate targets:

- **Reduction of Scope 1 and 2 greenhouse gas emissions by 50 percent by 2031**
- **Reduction of Scope 1 and 2 greenhouse gas emissions to net zero by 2040**

Bossard performed a comprehensive review regarding its participation in the Science Based Targets initiative. Before the company commits to joining, the Scope 3 emissions in the “Purchased goods and services” category are being evaluated in detail. Based on this analysis, it should be possible to make statements about the feasibility of reducing emissions in the upstream supply chain. In order to lend additional relevance to climate protection efforts, Bossard plans to integrate the achievement of greenhouse gas reduction targets into the remuneration system for general managers.

In the reporting year, Bossard completed the CDP climate questionnaire for the first time, which enabled the company to conduct in-depth analyses of greenhouse gas emissions and key climate-related opportunities and risks ([→ TCFD reporting](#)).

Reducing the company's own emissions

Business units with large facilities emit more greenhouse gases because they require more energy for heating and cooling processes. Business units with more employees tend to have higher emissions due to their larger vehicle fleets, more office space and the associated increase in electricity, heating and cooling requirements.

Because Bossard is a growing company, efficiency improvements must be implemented all the more quickly and effectively in order to reduce overall greenhouse gas emissions. Wherever possible, the company purchases renewable electricity and/or installs photovoltaic systems on its buildings. Bossard is also examining the extent to which the buildings can be connected to alternative cooling and heating systems (e.g. district heating or heat pumps).

Challenges in the upstream and downstream value chain

The biggest challenge for Bossard is reducing Scope 3 emissions. The company relies on the commitment of its business partners and suppliers. For effective climate protection, the entire industry must move towards climate action. Awareness-raising measures for the stakeholders involved in the business processes can make a difference here.

A screening of Scope 3 emissions revealed that approximately 90 percent of Bossard's greenhouse gas emissions can be attributed to the "Purchased goods and services" category. For Bossard as a distribution company, making inroads in this category is challenging because upstream steel production from raw materials such as iron ore and coking coal and the processing of steel into fasteners are energy-intensive processes. Bossard is endeavoring to make its suppliers more accountable and, whenever possible, give purchasing preference to low-emission products.

Bossard's Supplier Code of Conduct defines environmental protection requirements for the upstream supply chain. Suppliers are required to reduce their own greenhouse gas emissions and to focus on recycling and reusing materials. In addition, suppliers are required to provide environmentally relevant certificates.

Audits are performed to check environmental aspects. Discussions are underway regarding the introduction of sustainable product lines to reduce the emissions of purchased products. These products would be made from green steel.

Bossard's products are assembled in a wide variety of parts. This process tends to require little energy. The majority of these products can be recycled because they are made from metal.

Smart Factory Logistics services and consolidated shipments help ensure that Bossard's products reach customers efficiently and without empty runs, thereby reducing emissions from transportation. In the future, Bossard aims to offer more services that are based on the principles of the circular economy. The Assembly Technology Expert services already support the efficient use of materials, which reduces emissions. At the end of the life cycle, disassembling and recycling products becomes increasingly important. Bossard's disassembly efforts will drive the closing of material cycles.

Success stories at individual locations

Bossard Denmark is analyzing the energy consumption of the devices at its location and now knows the processes with the greatest energy requirements, allowing it to create appropriate savings. In addition, the location purchases renewable electricity and generates approximately 90 percent of the required electricity itself. Low-emission district heating is used for heating. Bossard India also generates a large share of electricity by itself. Bossard France completed the renovation of its warehouse in 2022: Environmentally friendly heating and better insulation increased energy efficiency significantly. At its headquarters in Switzerland, Bossard is planning to retrofit the building in 2024 and enlarge the percentage of renewable electricity.

In America, a sustainability officer assumed his duties in the reporting year in order to drive forward regional sustainability efforts and climate protection ambitions in a targeted manner.

Environmental management system

In all larger and some smaller business units, the Group's environmental management system is ISO 14001 certified. The Head of Group Quality is responsible for ISO certifications. Regular internal audits serve to ensure quality. In the future, Bossard plans comprehensive certifications for those locations which together generate 90 percent of sales. In 2023, the business units Bossard North America, Bossard Thailand, Bossard Germany, Bossard India, Bossard Czech Republic and Bossard China were recertified.

Challenges resulting from the Carbon Border Adjustment Mechanism (CBAM)

Beginning in 2023, Bossard will be affected by the European Union's CBAM regulation. In the transition phase between October 2023 and 2026, the company is required to report on the imported emissions attributable to its products. For more information on this climate regulation and the ramifications for Bossard, see the chapter "Responsible supply chain management".

“All large business units are ISO 14001 certified.”

KEY FIGURES: ENERGY AND GREENHOUSE GASES

Energy in MWh ¹⁾	2022	2021 ²⁾
Energy consumption	22,556	19,863
thereof renewable	2,746	2,367
Electricity consumption	9,151	9,714
thereof renewable	2,247	2,037
District heating	499	330
Heating fuels	5,072	3,084
Oil	304	22
Gas	4,745	3,062
Liquified petroleum gas (LPG)	23	-
Wood	-	-
Motor fuels	7,834	6,735
Diesel	6,326	5,441
Petrol	1,508	1,294

1) The energy consumption figures include all business units with more than five full-time equivalents. Business units with five or less than five full-time equivalents are not included because of their relatively low impact on energy consumption.

2) Acquisitions during the financial year 2021 are not included.

Greenhouse gas emissions in tCO ₂ e ¹⁾	2022	2021 ⁴⁾
Total emissions (Scope 1 and 2)	5,692	5,879
Scope 1 ²⁾	3,139	2,421
Oil	79	6
Gas	967	621
Diesel	1,705	1,465
Petrol	383	329
LPG	5	-
Scope 2 ³⁾	2,553	3,458
Electricity	2,468	3,402
District heating	85	56

1) The greenhouse gas inventory was calculated in line with WRI/WBCSD Greenhouse Gas Protocol guidelines.

2) Scope 1: emissions from fuels and flammable substances

3) Scope 2: emissions from the generation of electricity and district heating purchased by the business units. The current versions of the IEA and DEFRA emission factors were used for Scope 2 emissions in 2021. In 2022, consideration was given to the fact that some business units purchase or produce green electricity. For the other business units, the location-based method was used the same way as in 2021. Scope 2 emissions using the location-based method would amount to 3,240 tCO₂e.

4) Acquisitions during the financial year 2021 are not included.

Carbon footprint reduced in China through photovoltaic system



Bossard China installed a rooftop photovoltaic system to generate its own energy. The system is operated by an external provider, and the electricity is supplied to Bossard. More than 650 photovoltaic modules cover an area of approximately 6,400 m² and generate up to 450,000 kWh of electricity per year. In spring and fall, this covers almost the entire electricity demand. In summer and winter, when cooling and heating are used, solar energy supplies 60 percent to 70 percent of the electricity required. In 2023, Bossard China saved approximately 162 tons of CO₂ between April and August.

REDUCED FOOTPRINT

Waste management

Bossard is optimizing the packaging of its products, using recyclable materials and expanding services that promote the circular economy. Bossard's own operations mainly generate municipal waste or waste attributable to packaging materials. Optimized packaging helps reduce material consumption and, in turn, carbon emissions.

Awareness of the circular economy along the value chain

Bossard's focus in waste management is on reducing the amount of packaging, proper waste separation and waste disposal in compliance with the law. The largest volume of waste can be attributed to the manufacture and processing of products (e.g. extraction of raw materials from ores, metal waste, offcuts, packaging materials) in the upstream value chain. These effects can be minimized through responsible procurement.

As a wholesale company, Bossard promotes the circular economy by reducing packaging and prioritizing environmentally friendly, reusable materials. The expansion of

services that promote the circular economy is increasingly meeting customer expectations. Innovative offerings reduce waste on the customer side. High-quality fasteners help reduce screw wear.

Because Bossard has very few production processes of its own, non-hazardous municipal waste makes up the largest share of the company's waste volume, followed by cardboard and wood from packaging. The company also reduces its amount of waste by avoiding unsold goods. Optimized purchasing is key and reduces costs. Bossard successfully reduced hazardous waste between 2021 and 2022.

Waste monitoring supported by environmental management system

At the Group level, Bossard does not yet have systematic guidelines for waste reduction. However, each business unit has its own concept for avoiding and separating waste and promoting recycling. Large business units have an ISO 14001 certified environmental management system to ensure systematic data collection. Waste management is the responsibility of the general managers or the environmental managers in charge.

Measures to reduce waste

Even though waste makes up only a small part of Bossard's Scope 3 emissions, the company is striving to reduce waste. For example, the company prepares factsheets for warehouse managers containing information on the selection of suitable materials. Packaging should increasingly consist of reusable or biodegradable materials. When adding new products to the catalog in the future, a stronger focus will be placed on waste and recyclable materials. Thanks to Smart Factory Logistics, product deliveries to Bossard's customers are calculated in such a way that waste is reduced. Optimized product use enabled by Assembly Technology Expert helps customers reduce the overall number of parts, which has a positive effect on material consumption. In the future, the expansion of disassembly services could increasingly promote the closing of material cycles.

Projects implemented in 2023

Bossard Germany launched a project to modify stretch films and stuffing paper. The use of thinner material is intended to reduce packaging. Stretch film optimization was successful, reducing packaging costs and cutting annual carbon emissions by approximately 2,530 kg. Efforts to make stuffing paper modifications were less successful: The costs were higher, and the quality of the modified paper no longer met the requirements for secure packaging.

In the reporting year, Bossard Germany's packaging machines received new film packaging, 80 percent of which is made from recycled material. This saves approximately 800 kg of new film per year.

For SmartBins – smart logistics systems that reliably monitor stock levels and automatically ensure product replenishment – disassembly instructions were created and rolled out across the Group. This ensures that decommissioned SmartBins can be disposed of properly. The parts can be taken apart and the individual materials can be reused.

As part of a packaging project, a survey was conducted among warehouse managers to determine the most frequently used packaging and the share of recycled base materials. The results of this survey will be used to develop a packaging factsheet designed to promote the selection of environmentally friendly packaging materials.

KEY FIGURES: WASTE

Waste in t ¹⁾	2022	2021 ³⁾
Commercial waste ²⁾	1,546.4	1,547.8
Incineration or landfill	523.6	489.0
Recycling	1,022.8	1,058.8
Hazardous waste	1.5	2.7

- 1) The figures for commercial and hazardous waste include all business units with more than five full-time equivalents. Business units with five or less than five full-time equivalents are not included because of their relatively low impact on waste volume. The business units of Bossard America are excluded from this data collection.
- 2) Estimates were used for some commercial waste from three European business units. Data quality will be improved over the next few years in collaboration with these business units.
- 3) Acquisitions during the financial year 2021 are not included.

“Bossard Germany’s new film packaging is made of 80 percent from recycled material.”

EMPOWERED PEOPLE

Attractive employer

For the Bossard Group to achieve its strategic goals, it is crucial that Bossard is an attractive employer. As a sought-after employer, Bossard attracts new talents, promotes innovation and increases competitiveness. A favorable image not only helps win new talents, but also strengthens employee retention and motivation. This has a positive effect on business.

Success through satisfied employees

Bossard has a vested interest in keeping employee turnover low so that the experience and expertise of its employees remain within the company. There is a close correlation between employee satisfaction and the company's business success: On the one hand, economic success has a positive impact on employee satisfaction and loyalty; on the other hand, this success is possible only with the help of satisfied, motivated and committed employees.

Employer branding vision

Bossard's employer branding vision aims to make it an employer of choice. Bossard wants to use an even more active, transparent and market-oriented approach to attract potential employees.

The company's employer branding vision focuses on these areas:

- Strengthening brand recognition: The Bossard Group publicizes its positive work culture outside the company. Many business units work with universities to present themselves to new talents and to establish contacts – a win-win situation for Bossard, universities and students.
- Positioning Bossard as a sustainable, inclusive, innovative and safe employer: This is facilitated by a transparent recruitment process based on internal guidelines and professional suitability criteria.
- Market-oriented remuneration: in addition to the fixed salary component, different performance-related compensations systems allow employees to participate in the Group's success.
- Promoting the five guiding principles: "We experiment", "We talk real", "We empower", "We collaborate", and "We deliver value".

Bossard guiding principles – a vibrant corporate culture

The five guiding principles are the branches on Bossard's culture tree. They give employees guidance and provide a sense of security. "We deliver value" is ultimately the goal of all activities; the other four principles are guidelines for a vibrant corporate culture and goal achievement.

At the heart of these principles are transparency, open communication, the courage to think outside the box, and cooperation. This gives employees plenty of room for initiative, creativity and ownership. On the Bossard intranet, there are pages for each guiding principle. In 2023, Bossard introduced a new learning module focused on corporate culture. It is aimed at new employees and is intended to ensure that all employees worldwide receive the same information. This learning module covers the topics of strategy and the strategy process and introduces the Bossard culture tree with its values and guiding principles.



BOSSARD GUIDING PRINCIPLES



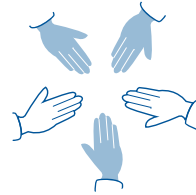
We empower

Bossard is convinced that all employees are willing and able to contribute to the company's success. For this reason, leaders are encouraged to delegate tasks. Trust in our employees and their motivation is strengthened when leaders primarily communicate why we do things and not how.



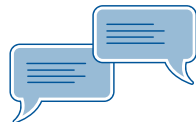
We experiment

All too often, ideas are stifled before they even have a chance to succeed. We want to be open to unconventional ideas, because new things are created when we simply try things out. If we end up rejecting an idea after all, then we will certainly have learned something. And that, at the very least, is just as valuable.



We collaborate

Bossard believes that the equation $1+1 = 3$ may very well be correct. Because together, we achieve more. That is why we want to work together even more closely and intensify the collaboration and exchange of knowledge between all regions, functions, and hierarchies.



We talk real

Sometimes we think that addressing problems is a sign of weakness – yet in that we are completely wrong. To combat this mindset, we want to conduct open conversations, listen to each other, and value feedback. Only with this approach can everyone continue to develop and learn from each other.



We deliver value

Our primary objective is to create added value for our stakeholders. We must not lose sight of that. That is why we always want to keep in mind the purpose of an activity – regardless of whether it is a product innovation or an internal meeting.

Code of Conduct: talking real

The Bossard Code of Conduct focuses on ethical behavior, transparency and openness. “We talk real” is the central principle that applies both internally and externally. The Bossard Code of Conduct is binding for all employees and hierarchical levels. Management is responsible for ensuring that it is observed and practiced throughout the company. All employees receive regular training on the Code of Conduct. Violations are reviewed and sanctioned if necessary. In 2023, there were no severe reported violations against the Code of Conduct. If an employee suspects misconduct, they can contact their supervisors, local management, the executive committee or human resources. Complementing the Code of Conduct, an Integrity Line was rolled out to expand the local reporting options available to employees at the Group level. For more information on the Integrity Line and the Code of Conduct, see the chapter “Integrity”.

Measures to reduce employee turnover

The Bossard Group benefits from the loyalty of its employees. One reason why employees identify with Bossard is that, despite its global orientation, Bossard has remained a family business with a CEO and a management team which are close to its employees. Nevertheless, Bossard has to address the issue of employee turnover, as the

labor market requires all employers to make an effort to retain employees. Bossard wants to minimize turnover in order to avoid negative effects. Apart from the loss of knowledge, these include the loss of time and money associated with filling open positions. Positions remaining vacant for an extended period of time place a burden on existing employees who have to take on additional tasks.

Bossard pursues a variety of measures and initiatives to counter employee turnover:

- Local employees are involved in global and cross-functional projects such as sales and marketing, innovation and in the development of the Code of Conduct. These tasks have a motivating effect, underscore that each individual employee is important for the company’s success, and strengthen employees’ identification with the company.
- The goal of Strategy 200 is to promote the potential of all employees and strengthen their loyalty to the company. Bossard aims to attract committed, enthusiastic talent and to motivate employees to act as ambassadors for the company. To this end, they are included in strategic initiatives, which allows them to actively contribute to the company’s success. Outside the company, they act as ambassadors for Bossard at trade fairs and conferences.
- Contact between employees and their managers is strengthened. Employees are offered opportunities for professional development and are encouraged to get

involved in broader projects. Planning for new hires to fill existing positions is done well in advance.

- In 2023, Bossard launched the Clubhouse platform where employees can share their ideas on improving the company and on strategic initiatives and form project teams.
- The new Employee Talk App, which was developed in-house, was piloted at the Zug location in 2023 to make appraisal interviews even more effective. An online information and seminar campaign for employees and managers accompanied the app launch. Because of its success, the app is now being used at other locations as well, for example in the Netherlands.
- Employees are heavily involved in the topic of sustainability at Bossard. Sustainability should be practiced and spread within the company from the bottom up. Every quarter, employees produce their own newsletter on sustainability to show how everyone at Bossard can help with sustainability through small measures such as proper waste separation.

Bossard noticed only a slight increase in employee turnover and it can therefore be assumed that the employee retention measures are effective.

Employee surveys confirm satisfaction

Local and regional surveys have repeatedly affirmed employee satisfaction. According to the Swiss Employer Award, Bossard is one of the top employers in Switzerland. This award also confirms that Bossard maintains a positive corporate culture. The role of employees was strengthened in the business strategy revised in 2021. The aim is to involve employees in business development even more closely by implementing ideas and concerns as part of various initiatives. In 2023, employee surveys were conducted at the local level, for example in Switzerland, the USA and Asia. Because of the different measurement parameters, it is not possible to compare the survey results from the various international locations.

In the reporting year, Bossard decided to set targets in the area of employee satisfaction. Bossard will address the development of specific implementation measures in the coming years.

Combating the shortage of skilled labor with openness

Bossard has seen strong growth in recent years and will continue to grow. As a result, the general shortage of skilled labor presents a challenge for Bossard, because

additional employees need to be recruited for the growing company. Bossard intends to meet this challenge by practicing even greater openness in its recruiting procedures. The company is determined to consistently apply the principles of inclusion, diversity and equal opportunity. Management workshops and training sessions on unconscious bias are designed to sensitize managers to unconscious prejudices in personnel selection. Job postings also put more emphasis on inclusion.

Challenges and opportunities

Increasing globalization, digitalization and networking present Bossard with new challenges. In this respect, it is essential to attract the right talent with a growth mindset. Digitalization is a challenge for the company because it requires continuous change and constant evaluation to determine which technologies will help Bossard move forward. Without overburdening employees with constant innovations, Bossard must ensure that employees are able to drive digitalization forward and anchor it within the company. Training programs, IT ambassadors in all business units, and close cooperation between IT and technology experts and other functions help accelerate the integration of innovations in the company's day-to-day operations. However, digitalization and networking are not just a challenge for Bossard, but also an opportunity:

Bossard uses artificial intelligence and automation to increase efficiency and expand its service technologies. This results in new business areas where employees can get involved and great potential for internal innovations that all employees can contribute to.

As a global company, Bossard faces the daily challenge of addressing cultural differences and bridging them when working together. In addition, geopolitical conflicts complicate cooperation with certain regions and make procurement more difficult.

“Bossard is one of the top employers in Switzerland according to the Swiss Employer Award.”

KEY FIGURES: EMPLOYEES

Composition of workforce ¹⁾	Unit ⁵⁾	2023			2022		
		Total	Female	Male	Total	Female	Male
Workforce by employment contract							
Permanent	HC	2,878	994	1,884	2,819	985	1,834
Temporary (agency/lease workers)	HC	42	n/a	n/a	27	n/a	n/a
Workforce by employment type							
FTE total	FTE	2,791	n/a	n/a	2,769	n/a	n/a
Employees total ²⁾	HC	2,878	994	1,884	2,819	985	1,834
Full-time	HC	2,653	854	1,799	2,604	863	1,741
Part-time ³⁾	HC	225	140	85	215	122	93
Number of apprentices/trainees/interns	HC	101	n/a	n/a	114	n/a	n/a
Workforce by age							
< 30 years	HC	447	166	281	465	170	295
30–50 years	HC	1,718	629	1,089	1,645	615	1,030
> 50 years	HC	713	199	514	709	200	509
Management							
Employees in management positions	HC	369	85	284	373	79	294
Other							
Qualification dialogues/annual appraisals ⁴⁾	No.	2,321	n/a	n/a	2,115	n/a	n/a
Pulse checks or employee satisfaction surveys done on unit level	No.	324	n/a	n/a	272	n/a	n/a

1) The HR figures include all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents as well as acquisitions in the corresponding reporting year are not included.

2) This value is inclusive of apprentices, trainees and interns and exclusive agency/lease workers.

3) All employees working less than 90 percent or 90 percent.

4) Excluding apprentices and trainees, employees joining and leaving the company during the year and employees with long-term absences. In such cases, individual conversations and reviews take place that are adapted accordingly to the case.

5) HC means headcounts and FTE means full-time equivalents

Hires & fluctuation in HC ¹⁾	2023				2022			
	Entries	Natural departures	All departures	Fluctuation rate ³⁾	Entries	Natural departures	All departures	Fluctuation rate ³⁾
Total	525	135	468	11.6 %	581	134	411	9.8 %
Total by gender								
Male	328	86	293	11.0 %	361	84	260	9.6 %
Female	197	49	175	12.7 %	220	50	151	10.3 %
Total by age ²⁾								
< 30 years	181	42	132	20.1 %	197	32	116	19.6 %
30–50 years	291	63	255	11.2 %	307	59	197	8.7 %
> 50 years	53	30	81	7.2 %	74	43	77	5.3 %
Total by region								
Europe	319	41	236	11.9 %	342	57	252	12.7 %
America	70	62	87	5.8 %	139	74	91	3.8 %
Asia	136	32	145	13.9 %	100	3	68	7.9 %

1) The figures for hires and fluctuation include all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents as well as acquisitions in the corresponding reporting year are not included.

2) In 2022 two European business units were not included in entries by age and fluctuation by age, as these data were not collected in these units.

3) For the calculation of the fluctuation rate 2023, the number of employees as of December 31, 2023 was taken.

EMPOWERED PEOPLE

Employee development

Promoting the development of employees is central to Bossard. Training and development programs ensure that employees can realize and utilize their potential. This promotes employee satisfaction, reduces turnover and gives employees a greater sense of belonging in keeping with Bossard’s corporate culture. Active employee development contributes to the Group’s positive employer image and attracts new talents. By helping employees keep their expertise and management skills up to date, Bossard remains innovative and is well prepared for market changes and new work-related demands.

Opportunities and competitive advantages through training

The Bossard Group offers its employees a wide variety of opportunities to develop and hone their skills through training and professional development offerings and, if suited, take further career advancement steps. Bossard’s approach to professional development centers on the values of creativity, empowerment, and collaboration.

Bossard’s extensive development program boosts employee satisfaction and reduces turnover, making it an important measure to address the shortage of skilled labor. As the company continues to grow, Bossard wants to make it easier for employees to move into management and specialist positions by offering them suitable training.

At the same time, continuous employee training and up-to-date expertise give Bossard a competitive edge and improve productivity. Bossard values the opinions and ideas of its employees and applies them to find practical solutions to problems and new development approaches. Employee development ensures growth and creates added value for the company. Bossard offers a wide range of opportunities, including projects, coaching and job enrichment. In addition to professional and specialist knowledge, Bossard promotes social and management skills such as conflict management and communication. One focus is the Learning Management System (LMS). This learning structure for all corporate functions is the foundation for knowledge sharing.

Internal and external education

Bossard’s continuing education program includes global and locally adapted offerings, virtual courses and training sessions as well as in-person events and conferences with learning segments, workshops or group work. For example, the Sales and Marketing forum offers introductory presentations and short training sessions on topics such as sustainability. Global conferences such as the Smart Factory Logistics conference or the People & Organization offsite event also offer learning content. Internal global training via the LMS focuses on content that is relevant for all locations and employees. This includes IT security, equality and inclusion, storytelling at customer meetings, as well as organizing and moderating

meetings and workshops. In addition to the global programs, local offerings address the individual training needs of the business units.

Employees can access intranet pages with resources on topics such as team organization, moderation, change management, and developing and continuing internal communities.

Bossard also supports external education. Employees interested in completing part-time degree programs, training courses or seminars on topics which also benefit the company, receive financial support and time allowances.

“We talk real” as a global offering

The global “We talk real” program focuses on developing skills in four modules: psychological safety, dialog traps, active listening, and giving feedback. In 2023, the focus of the “We talk real” program was on dialog management and improving the quality of internal and external discussions. To this end, Bossard developed a signature program in-house and successfully applied it in a pilot project. The program is now being rolled out. Bossard uses the train-the-trainer concept to get local employees on board and adapt the program to different cultural circumstances. At the same time, the train-the-trainer concept helps strengthen moderation skills in the regions. In 2023, the rollout of the “We talk real” program focused on India, Poland, Germany, the USA and the Netherlands.

Management development

Management development at Bossard is highly individualized. For example, one-on-one coaching is used for the newly formed management team at Bossard Aerospace. In the reporting year, major change projects within the company, such as the ERP implementation project and the sales transformation project, were accompanied and supported by training courses on change management and change leadership for managers and management teams. Going forward, the Bossard Group intends to make feedback more central to management development at the highest management level.

Ongoing enhancement of employee development programs

Employee development programs must continue to evolve. Based on new technologies and employee expectations, Bossard is constantly adapting its development programs to keep up with latest trends. This is the only way to ensure that employees acquire content that is relevant for the future and helps them advance personally.

In 2023, Bossard created an intranet-based Learning Hub as a central repository for all learning content from the specialist departments in order to increase transparency. The company has also started to establish the technical basis for the introduction of a human resources information system. This global software is intended to promote comparability and synergies. In 2024, Bossard will align and update the talent development processes so they will be supported and simplified by the software.

In 2023, Bossard increasingly focused on offering cross-functional and interdisciplinary learning and training opportunities. This is intended not only to facilitate the onboarding of new employees, but also to create a T-shaped knowledge profile for employees. This means that employees have both strong expert knowledge and broad, cross-functional general knowledge. To achieve this goal, Bossard is developing learning governance in the LMS and testing learning modules with the individual functions. Bossard uses an iterative approach. For example, sales employees are also trained in service and product areas to which they are typically less exposed in order to improve the networking of knowledge. Engineering experts, for example, also receive training in sales strategies or moderation.

Bossard talent ecosystem

Bossard is developing a talent ecosystem to attract qualified employees and promote professional development within the Group. The ecosystem helps employees proactively shape their career, however individualized. This program also includes succession planning, with internal candidates given consideration. Managers receive on-the-job coaching. In 2023, several regional human resources workshops were held to take up suggestions from the units regarding the talent ecosystem and to create concepts for future development. Courses on the Bossard Group's five guiding principles were revised. These principles are "We experiment", "We talk real", "We empower", "We collaborate", and "We deliver value". The company offers e-learning courses and workshops on these five principles. All employees worldwide have access to these offerings. They help standardize the corporate culture while taking local conditions into account.

Persons in charge of employee development

At the global level, the People & Organization Group department is in charge of the ongoing development of managers. It works across functions to ensure employee development within large projects. The individual business units are responsible for employee development below the management level. In the individual units, either the human resources department or the general manager is in charge of employee development.

Challenges and tasks

The Bossard Group wants to make learning and continuing education a normal part of day-to-day operations. Various models are being evaluated – in Asia, for example, there are special learning days for employees. Although learning on the job is very important, Bossard endeavors to limit the amount of time required, for example, by linking learning content with projects and encouraging employees

to directly apply what they have learned. In addition, Bossard wants to personalize learning opportunities to a greater extent and tailor them to employees' individual knowledge levels. In this context, stronger communication with employees is necessary to make sure that they do not feel overwhelmed by the wealth of training opportunities and are able to find the courses that are right for them. Bossard plans to design talent management in such a way that it promotes the global corporate culture while reflecting the cultural circumstances of each location.

Bossard is working to offer employees in smaller units as many learning opportunities as their colleagues in larger units. Employees in non-English-speaking countries will be offered more opportunities to learn English so they become more familiar with the Group's corporate language.

“The Bossard eco-system helps employees shape their career individually.”

EMPOWERED PEOPLE

Diversity, equality and inclusion

Bossard actively opposes discrimination, promotes diversity and inclusion and is committed to equal opportunities for all employees, regardless of origin, gender, age, religion, sexual orientation and physical ability. Mutual respect is essential in an international company with a multicultural workforce. As an open, diverse company, Bossard has a positive influence on social stability, not only within the company, but also in society as a whole.

Securing the future with respect and tolerance

Promoting diversity, equality and inclusion are core values of the Bossard Group. They play a key role in the company's success. Continued growth depends on the potential and innovative ideas of all employees. Out of conviction and to secure the future of the Group, Bossard strives to create an environment in which all employees are accepted and heard and can make their own contribution to the company's success. The Bossard Group's Code of Conduct leaves no room for discrimination. In 2023, there was one reported case of discrimination and respective actions have been taken. Employees can report violations to their supervisor or via the Integrity Line. Group managers attend training sessions on diversity, equality and inclusion.

Fair pay for all

Bossard subscribes to the premise that work of equal value should be remunerated with equal pay. To ensure compliance with this guideline, an equal pay analysis was carried out at the Zug location in 2021. An external review of this analysis by an independent auditor confirmed compliance with the applicable rules under the Gender Equality Act. Bossard Germany conducted an equal pay analysis in 2023, which revealed no deviations from the principle of equality. Currently, there are no Group-wide guidelines to ensure equal pay. Remuneration practices may vary from region to region. In the EU, there are new directives to be followed in the future.

Challenges relating to diversity, equal opportunity and inclusion

However important the principle of equality is within the company, the ideal situation has not yet been achieved. An ongoing challenge is the fact that the Bossard Group has fewer female employees than male employees – a circumstance that is primarily due to the nature of the industry. The company continues to work on helping women advance in the company, especially in management positions. In addition, there is room to make working hours more flexible. More flexible solutions should benefit employees and trainees alike. Less than ten percent of employees currently work part-time. One ongoing task is to create a more diverse workforce.

Strategy for diversity, equality and inclusion

With its strategy for diversity, equality and inclusion launched in 2022, the Bossard Group is setting the course for true diversity in the company with all the opportunities that this entails. Employees all over the world can contribute to this strategy.

The strategy focuses on the following:

- The internal parameters such as guidelines, Code of Conduct and working models will be reviewed and adapted where necessary.
- The recruitment process will be more open, and job postings will be written in a gender-neutral way.
- Managers will act as role models and apply clear guidelines to make equality a reality.
- Mentoring and sponsorship programs will be set up for minorities so that they have the same development opportunities as everyone else.

The strategy is an ongoing project. In 2023, an analysis was performed, and workshops were held with top management regarding unconscious bias: Diversity, equality and inclusion are essential for Bossard's corporate culture because they shape the way employees interact with each other and because diverse teams develop holistic solutions. The principle of equality is crucial for Bossard's appearance in order to attract new talent without prejudice and to be an attractive employer.

In the summer of 2023, self-organized teams from various units in Europe and the USA spent four to six weeks working on diversity, equality and inclusion and shared their findings with management and human resources. The teams in Asia will do the same shortly. Surveys, follow-up tasks and workshops are driving the project forward.

In the reporting year, Bossard also set itself the goal of increasing the number of women in management positions by striving for the same gender ratio on the management team as in the entire Bossard Group by 2031.

Challenges implementing the equality strategy

One challenging task is to transfer the action plans of the various strategy teams from the regional level to the Group level and to identify which actions are relevant for the entire Group and should be implemented. Another challenge is to think in new ways: The consistent

application of diversity criteria does not mean that qualifications and skills count less than before when it comes to recruitment or succession planning. Rather, it is possible that a broader focus will attract more candidates. This gives Bossard the opportunity to find the ideal person for every position.

Jobs for people with disabilities



Some business units offer people with disabilities the opportunity to return to the labor market. People who have difficulties in the labor market due to physical or mental disabilities are given the opportunity to perform basic tasks at Bossard. This gives them new opportunities. These working relationships represent a win-win situation. Bossard retains employees, and those affected are given a new perspective and the ability to get back to work.

EMPOWERED PEOPLE

Occupational health and safety

The physical and mental well-being of employees is a top priority for the Bossard Group. Bossard performs regular workplace safety reviews and complies with all legal requirements. In addition, Bossard offers its employees global and individual health promotion opportunities at its various locations. This is how Bossard demonstrates responsibility for its employees. The company aims to ensure that employees feel comfortable, fit, and motivated, are able to perform their tasks safely, and that there are as few absences as possible.

Measures to promote health and well-being

The initiatives to promote safety, health and well-being are geared toward the needs of employees, the working conditions at the respective locations and the risks to well-being and safety associated with the activities. This takes into account working practices and cultural and regional considerations as well as the wishes of employees, which they can express in local satisfaction surveys.

Occupational health has many facets: initiatives at the locations

In the area of health and well-being, Bossard has implemented several initiatives and measures to date. For this reason, smaller projects were implemented in 2023. At the Zug location, a "Pulse Check" was held to assess the well-being of employees. The results were shared with the human resources (HR) department and discussed in the teams, and actions were defined. Another health campaign in Zug was the "Bike to Work" initiative, which motivates employees to ride their bicycle to work. "Bike to Work" is held every year at the locations in France and Denmark as well. Employees from the Zug location took part in the "B2Run Zug." Preparing for the 6-kilometer run and the event itself, which was followed by a social get-together, not only strengthened the health of the participants, but also fostered team spirit among coworkers. In addition, employees in Zug have access to a fitness room. Organic fruit from a local farm is available at Bossard Switzerland to promote healthy eating.

At Bossard Germany, employees have the opportunity to benefit from a corporate fitness program or to borrow bicycles. Additionally, Bossard Germany supports participation in running events and provides occupational health care through an occupational physician.

In China, employees have access to annual medical check-ups, and they can also use facilities for physical activities during work breaks.

In Denmark, Bossard offers employees access to health insurance. The management team places importance on periodically assessing the well-being of employees through direct communication. The workplace assessment conducted in Denmark during the reporting year showed that employees highly appreciate the sports facilities and ergonomic workspaces offered by Bossard. In France, depending on their work area, employees are encouraged to visit an occupational physician regularly for preventive purposes.

Global activities and programs

The global launch of the "We talk real" program was successful. Among the central themes of this program are psychological aspects and promoting a feedback culture. The program includes four modules to develop the skills of all employees: psychological safety, dialog traps, active listening, and giving feedback. "We talk real" is intended to further improve the working culture and strengthen relationships within the teams through maximum transparency.

At the global level, the People & Organization department launched individual courses centered on occupational health and safety. In addition, a course on resilience was held at all locations in 2023.

The employee magazine “Drehmoment” and the digital “SharePoint News” regularly address topics such as resilience, physical activity and boundaries in order to raise employee awareness. Employees have the option of consulting an external social counseling firm in the event of psychological stress and can report grievances within the company via the Integrity Line. Bossard emphasizes open and regular communication to ensure the well-being of its employees. In the event of long-term absences, case management is called in to provide support and facilitate reintegration.

Working from home and personal contact

In 2021, Bossard introduced working from home and flexible working models. While these flexible solutions have many benefits, they make it more difficult to identify employees who have physical or mental health problems and need support. Bossard plans to provide all employees with better information on these topics. Virtual coffee breaks and regular stand-up meetings have proven useful

in maintaining contacts and identifying problems at an early stage. Ergonomic workspaces are standard at all locations.

Responsibilities for occupational health and safety

Due to Bossard’s decentralized corporate structure, different working practices and focus areas at the locations as well as cultural differences, the business units are in charge of occupational health and safety committees, working groups and training offerings. Global points of contact for these issues are the People & Organization department, the local HR departments as well as the local safety officers. Since the leadership team bears responsibility for the well-being and safety of employees, Bossard Switzerland, for example, includes resilience topics as part of leadership training.

Identification and assessment of safety hazards

The most significant safety hazards for employees arise in the warehouse. Health issues may occur due to one-sided strains during manual handling of goods. In terms of workplace safety, the greatest risk in the warehouse, for example, occurs when working with forklifts, pallet jacks, or when lifting heavy loads. Bossard identifies hazards in the logistics processes (delivery, goods receipt, repacking,

storage, picking, and delivery) and categorizes them by severity. Each work step is classified and evaluated based on ten possible primary hazards (e.g., mechanical hazards, fires) and various subcategories (e.g., falls, explosives).

Promotion of employee safety

The Bossard Group creates the best possible conditions for the safety of its employees and emphasizes a sense of responsibility and circumspection. In addition to its headquarter, the locations in India and China are also certified in accordance with the ISO 45001 standard for occupational health and safety management. Investigations into hidden hazards and standardized control reports serve systematic risk identification, measure monitoring, and support continuous improvement in workplace safety. The QLogbook describes the legal and normative requirements that have been identified. Compliance records are audited annually by the Swiss Association for Quality and Management Systems (SQS).

The contact persons for occupational health and safety stay informed with the latest knowledge through continuous training. Regular evacuation training prepares for emergency situations. In the technology and logistics center, routes are clearly marked, safety instructions are signposted, and employees are given high-visibility vests and safety shoes. Inhouse company paramedics are on site to provide first aid if necessary. Company paramedics receive annual training by external experts. Safety training courses are held on a regular basis for employees at the technology center and in the warehouse. The contact persons for occupational health and safety receive ongoing training as well.

As part of internal audits, those responsible for quality and workplace safety assess the effectiveness and proper implementation of safety measures. At the Swiss location, several inspections of the company premises take place each year in order to minimize hazards.

They are conducted by the company's own QUAG team as well as external experts, for example from the fire police and the Swiss Safety Center. The Swiss Safety Center assesses hazards and evaluates figures related to occupational health. It issues reports and checks whether potential hazards are eliminated in accordance with regulations. During management events, work-related illness and accident statistics are discussed, and necessary actions are initiated in case of identifiable patterns.

KEY FIGURES: OCCUPATIONAL HEALTH AND SAFETY

Occupational health and safety ¹⁾	Unit	2023	2022
Total effective hours worked	Hours	4,867,478	4,511,382
Total absences ²⁾	Hours	121,213	157,237
Absence rate ³⁾	%	2.2	2.8
Absences due to illness	Hours	116,979	152,648
Absences due to accidents at work	Hours	4,234	4,589
Number of fatalities at work	No.	0	0

1) The occupational health and safety figures include all business units with more than five full-time equivalents. Business units with five or fewer full-time equivalents as well as acquisitions in the corresponding reporting year are not included.

2) Excl. vacation and other absences not related to illness or accidents.

3) For the calculation of the absenteeism rate, the approach suggested by GRI of 2,000 hours per one FTE was used.

Transferring knowledge on safety in fastening technology to E-Team Squadra Corse in Italy



In order to promote emerging talent, Bossard Italy has been supporting the University of Pisa's E-Team Squadra Corse for several years by supplying suitable C-parts for their electric vehicles. The objective of this collaboration is to cultivate relationships and share business experience. To boost technical expertise, Bossard Italy performed a simulation demonstrating C-part assembly on the university team's electric race car and battery installation and helped them select the appropriate components. An employee from the Assembly Technology Expert division taught a class at the University of Pisa on the subject of safety in fastening technology – an activity that may help recruit future hires.

FAIR PARTNERSHIP

Integrity

Bossard lays the foundation for long-term business success by operating with integrity and adhering to its core values. Integrity and responsible conduct are enshrined in Bossard’s Code of Conduct and Supplier Code of Conduct. The new Group Anti-Bribery Policy implemented in 2023 helps prevent corruption and bribery. The new Integrity Line allows employees to report compliance violations via an electronic tool.

Integrity – a fundamental value

At Bossard, integrity, respect and fairness underpin all business activities. Maintaining Bossard’s values and respectful interpersonal relationships are essential for the well-being of employees and their performance. Bossard values integrity when working with business partners, conducts business according to objective economic, social and environmental criteria, and complies with local and global laws and guidelines. This prevents anti-competitive behavior and corruption and strengthens the stakeholders’ trust in Bossard. Bossard believes that long-term growth can only be achieved through integrity. Every single employee and every business unit bears responsibility for acting with integrity and adhering to Bossard’s global values. The Group legal department is responsible for implementing new guidelines and processes relating to integrity.

Code of Conduct ensures integrity

In 2022, Bossard introduced a new Code of Conduct that was created by employees for employees. It is illustrated with practical examples so it is easy to understand. The Code of Conduct sets out the expectations the company has of its employees when it comes to implementing a corporate culture based on integrity, while at the same time anchoring ethical business practices within the company. Among other things, the Code of Conduct covers the following topics relating to integrity: respect for human rights, protection of intellectual property, privacy, fighting corruption, promoting fair competition, transparent reporting, and ways to express concerns. Bossard offers regular online training in 13 languages to ensure that employees understand and live by the Code. Following the launch of the Code of Conduct in 2022, Bossard ran a campaign to inform employees on a monthly basis about the content of the Code.

Anti-Bribery Policy to prevent corruption

To protect Bossard’s reputation and build stable business relationships, Bossard prohibits money laundering, corruption and bribery. The company’s legal department supports employees if they have questions relating to the prevention of corruption. In addition to reporting incidents of corruption via the Integrity Line, employees can also contact local trusted leaders. In 2023, Bossard

introduced a global Anti-Bribery Policy. It serves as a framework for dealing with the risks of bribery and corruption and contains instructions on how to handle gifts. In addition to the global Anti-Bribery Policy, stricter local requirements may be introduced by individual business units, departments or countries. Violations of the Anti-Bribery Policy must be reported. As part of the refresher training on the Code of Conduct, employees were acquainted with the content of the Anti-Bribery Policy.

Fair competition in the supply chain

Bossard’s Supplier Code of Conduct sets out principles for avoiding corruption in the supply chain. The requirements were revised in 2023 and are explained in the chapter “Responsible supplychain management”. Suppliers are called upon to prevent any form of corruption or bribery. It is prohibited to offer or accept payments, gifts or remuneration with the aim of gaining an unfair or improper business advantage and/or influencing the behavior of the recipient. Bossard prohibits price fixing, bid rigging, customer/market collusion, exchange of price information, or engaging in other unfair practices.

Corruption risks

Bossard uses internal control systems and financial audits in the business units to determine whether there are any corruption risks. There was no report of material unlawful behaviour. In the reporting year, there were no legal proceedings arising from the formation of cartels or monopolies.

Handling conflicts of interest

Conflicts of interest occur when conflicts arise between the personal interests of an employee and the interests of Bossard. Bossard expects employees to recognize when an actual or potential conflict of interest exists and to avoid such situations. If conflicts of interest do arise, employees are obligated to report them immediately. If members of the board of directors or executive committee are faced with conflicts of interest, the affected decision-makers must recuse themselves.

Human rights

Bossard supports and respects the United Nations Guiding Principles on Business and Human Rights and complies with globally recognized human rights principles such as the international labor standards of the ILO. The same standards are expected from business partners ([-> Responsible supply chain management](#)). Bossard's Code of Conduct prohibits harassment or mistreatment.

Employees may not participate in or benefit from forced or child labor. Bossard recognizes the freedom of association. If contractual partners violate human rights, their contractual relationships with Bossard may be terminated. For more information on safeguarding human rights and the ban on child labor, see the chapter "Responsible supply chain management."

Implementation of the Integrity Line

Under the guiding principle of "See something, say something" set out in the Code of Conduct, Bossard's employees are encouraged to report actions that violate the integrity of the company. To uphold Bossard's values and due to the new EU Whistleblower Directive, the company introduced the Integrity Line in 2023, a new whistleblowing hotline that complements the existing reporting options. This enables employees worldwide to report breaches of integrity using an online tool. Employees were informed of this new option as part of the online training on the Code of Conduct, which was held in 13 languages. Reports received are submitted to the Group legal department. They are investigated according to a standardized process by the Group legal department and – if necessary – by other internal or external resources. Currently, the Integrity Line is only available to employees, but there are plans to extend it to external stakeholder groups. In addition to the Integrity Line, employees can also submit reports via local reporting lines.

In the reporting year, a few reports were received via the Integrity Line. After analyzing the facts and speaking with the individuals involved, the cases were resolved and closed with the mutual agreement of all parties concerned. Except for the adjustment of a process to enhance transparency, no further actions were required.

Future ambitions

Going forward, Bossard intends to anchor integrity even more firmly within the company and to reach employees through corporate values training. The individual departments or locations are free to issue frameworks that go beyond the requirements of the Group. Efforts will be made to publicize the new Integrity Line throughout the company. In addition, the new global Anti-Bribery Policy will be fully implemented, and the departments will be supported as the policy is implemented and integrated into day-to-day operations. The goal is for all employees and business partners to contribute to the integrity of the company.

FAIR PARTNERSHIP

Responsible supply chain management

Bossard's more than 5,100 suppliers are of central strategic importance for the provision of unique customer solutions and services. The Group takes environmental and social criteria into account when selecting and working with suppliers. Bossard's Supplier Relationship Management (SRM) tool helps manage a wide range of information and ensure high quality. The Supplier Code of Conduct, revised in 2023, stipulates requirements regarding sustainability and legal compliance.

Supply chain management as the basis for business success

Bossard's qualified and certified suppliers are a cornerstone of Bossard's business success and customer satisfaction, enabling Bossard to make on-time deliveries of more than 1 million high-quality products to customers worldwide and to help them implement innovative processes. Bossard's supplier network covers Europe, America and Asia. A key factor is building and maintaining long-term relationships based on trust. Bossard's suppliers manufacture fasteners. Specialized industrial companies produce the standard products available in the catalog in accordance with ISO standards or manufacture special parts. Bossard's purchasing is based on professional and fair long-term relationships. The raw materials needed to manufacture fasteners are purchased by the suppliers themselves.

Sustainability in procurement

Bossard takes ESG criteria and regulatory requirements into consideration when selecting new suppliers and when working with existing suppliers. To an increasing extent, this is what customers expect. By specifying sustainability standards and requirements for suppliers, Bossard is able to exert a positive influence on the entire value chain and reduce risks.

Careful screening of suppliers

Bossard systematically screens potential new suppliers. They undergo a multi-stage qualification process and must fulfill strict quality criteria to become a Bossard partner. As part of this qualification process, suppliers must provide access to relevant certificates, submit information on sustainability and quality management, and ensure flawless product deliveries. The selection process also includes audits in the plants to examine the production environment and the manufacturing processes and to determine the professional skills of the respective employees. If a partnership is established, suppliers undergo a self-assessment and must comply with the requirements of Bossard's Supplier Code of Conduct as well as applicable laws. In addition to guaranteeing environmental protection standards, suppliers need to comply with human rights and avoid child labor.

Supplier Relationship Management system

In 2022, Bossard rolled out the new SRM system across the Group. This tool enables the company to systematically assess suppliers and assist them with ongoing development. Suppliers also have access to the SRM, for example to conduct self-assessments. In addition to a wide range of technical information on purchased goods, the tool allows Bossard to ensure systematic processes, incorporate sustainability aspects and at the same time improve quality and risk management in the supply chain.

Supplier Code of Conduct

Bossard's Supplier Code of Conduct covers a broad spectrum of sustainability. It was revised in 2023 to comply with new legal regulations. The new Code was approved by the board of directors in August 2023. It is publicly available on Bossard's website, and suppliers are required to explicitly acknowledge the Code as part of the selection process and adhere to its principles. In this way, Bossard ensures that its values are honored not only in its own company, but also in the supply chain. In 2023, 54 percent of the suppliers signed the Code, accounting for 80 percent of Bossard's purchasing volume. Bossard's goal is to constantly increase this percentage.

The Code is based on international laws and standards. These include the United Nations Universal Declaration of Human Rights, the United Nations Convention on the Rights of the Child, the international labor standards of the ILO, the principles of the United Nations Global Compact, the Dodd-Frank Wall Street Reform and Consumer Protection Act on dealing with conflict minerals, the REACH regulation, and international industry best practices.

As a result, the Code sets high ethical standards. With the Code, Bossard desires and demands that suppliers comply with all applicable laws and international standards on human rights, labor rights and environmental protection. The Code of Conduct also includes guidelines on avoiding corruption, bribery and money laundering and requires business activities to be conducted in accordance with the principles of fair competition.

Suppliers commit to strive for continuous improvement in all aspects set out in the Code and to ensure that their subcontractors also deliver ethically sound products and services. Bossard conducts audits to verify compliance with the requirements of the Code of Conduct. Suppliers not meeting the requirements are requested to submit an action plan for compliance.

Compliance with human and labor rights

Bossard supports the tenets of the United Nations Guiding Principles on Business and Human Rights and other internationally recognized human rights principles and requires suppliers to comply with similar standards. This also includes instructions on respecting children's rights. Children have the right to development and education. Suppliers are required to prevent child labor, and implement the standards of the International Labor Organization (ILO). Forced and compulsory labor are explicitly prohibited. Among other things, suppliers are also required to promote equal opportunities for their employees, comply with relevant legislation regarding working hours, and pay fair wages.

An initial element of risk management with regard to human rights violations and child labor is implemented in the supplier portal where suppliers must disclose information on these subjects as part of their self-assessment. Bossard regularly checks compliance with human rights by means of audits and screening processes. In 2023, 60 suppliers were audited for compliance with human and labor rights. Bossard identified no deficiencies in any of the 60 suppliers audited or had to terminate further cooperation. The suppliers were selected based on the criteria of sales, product range and market position, and all audits were conducted by professional auditors on site at the suppliers' premises.

Even before 2023, Bossard broke off cooperation with suppliers when cases of child labor became known. In 2023, the company adapted its audit form to integrate aspects of child labor. In 2023, Bossard classified its suppliers into different categories based on their country of origin using the UNICEF Child Labor Index to systematically assess the risk of child labor and found that 53 percent of the purchasing volume of suppliers comes from countries in the "Enhanced" risk category, which means there is an increased risk of child labor. For additional clarification, Bossard examined the documentation of previous audits for evidence of child labor. It was determined that there were no specific cases raising suspicion, which is why Bossard concludes that for 2023 it will be exempt from reporting on human and labor rights in accordance with Art. 964j of the Swiss Code of Obligations (CO).

Conflict minerals and metals

Bossard's suppliers are committed to keeping the supply chain free of conflict minerals. Such minerals from conflict and high-risk areas are associated with risk of armed conflict, post-conflict situations, or lack of governance and security. Bossard's suppliers must comply with the relevant OECD guidelines regarding the origin of these minerals.

In 2023, Bossard performed an inventory of imported products. The relevant minerals and metals were analyzed and the tin content of all major products was calculated. In addition to tin, gold is used in the coatings of fasteners. The calculations for tin resulted in values that are significantly below the mandatory reporting threshold. The gold content in coatings is even lower, which is why Bossard concludes that for 2023 it will be exempt from reporting on conflict minerals and metals in accordance with Art. 964j of the Swiss Code of Obligations (CO).

Environmental protection in the supply chain

Potential new suppliers are evaluated in terms of their environmental protection efforts. Bossard's Supplier Code of Conduct contains requirements on emissions, water, waste, chemicals and hazardous substances. Suppliers are required to reduce emissions by recycling and reusing materials and products and by using environmentally friendly technologies. Suppliers also commit to handling waste responsibly. With regard to the handling, storage, disposal and transportation of chemicals, Bossard's suppliers are required to comply with international laws and keep the use of chemicals and hazardous substances to a minimum.

In 2023, Bossard audited 57 suppliers with regard to environmental criteria. It was determined that all of the 57 audited suppliers comply with the requirements of the Supplier Code of Conduct. With none of the audited suppliers the cooperation was terminated due to non-compliance. The suppliers were selected according to the criteria of turnover, product range and market position, and all audits were conducted by professional auditors on site at the suppliers' premises.

Expansion-related challenges

Integrating new locations or companies of different sizes and countries of origin poses a challenge for Bossard's supply chain management in terms of sustainability. In each case, the supplier management of the new company must be aligned with that of Bossard. Small companies in particular often lack systematic data and transparency. Bossard recognizes the challenges that can arise for SMEs because transparency requirements may vary from country to country. A gradual alignment with Bossard's mechanisms and standards is key.

Russia sanctions

In the reporting year, Bossard was faced with the Russia sanctions. Because products imported into the EU may not contain any materials from Russia, Bossard is obligated to provide detailed information on the origin of these products to meet the EU's transparency requirements.

Sustainability regulations and Carbon Border Adjustment Mechanism (CBAM)

In the EU, sustainability regulations and requirements are becoming increasingly stricter. As an EU importer, Bossard must fulfill these requirements along the value chain and pass them on to its suppliers.

In August 2023, the European Commission resolved to implement the requirements of the CBAM, beginning with a transition phase that started at the end of October 2023. The CBAM is a border adjustment system within the European Union's climate strategy, which aims to prevent the shifting of emissions to non-EU countries. The goal is to even out the imbalance between European and non-European manufacturers by having importers calculate carbon emissions and report them to the EU. For this reason, Bossard began to record the carbon emissions of imported products in 2023.

FAIR PARTNERSHIP

Community engagement

Bossard is committed to creating demonstrable value for local communities through community engagement. In addition to promoting the social and economic development of the regions in which Bossard operates, these activities contribute to employee satisfaction and motivation. Bossard selects organizations for collaboration whose values are compatible with Bossard's. In order to do justice to the decentralized structure of the company and respond to local challenges, the business units select suitable activities or initiatives on their own. Bossard is currently looking into whether group-wide volunteering days should be held in the future.

Community engagement as part of the corporate culture

Community engagement is an integral part of Bossard's corporate culture. In addition to the positive impact generated by its product solutions and services, Bossard strives to promote the well-being and social and economic development of the local communities in which it operates through community engagement. This includes sponsoring, donations and volunteer work. Bossard works with civil organizations that share Bossard's values. This is how Bossard anchors its values along the entire value chain.

Determining the impact

For Bossard, it is important that added value is created through community engagement and that the positive impact for the environment and society is recognizable. In order to determine the impact of Bossard's community engagement efforts, information is collected annually on the activities performed and the donations made.

Going forward, Bossard plans to draw up guidelines with specific recommendations for action to be used as a framework for orientation. To account for Bossard's decentralized structure as well as local challenges, the business units have autonomy in selecting the projects to be implemented.

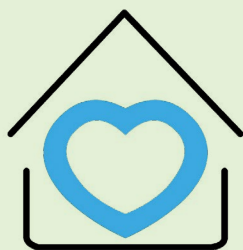
Donations with added value

Bossard makes donations to officially recognized organizations that fit Bossard's values and are politically neutral. The organizations are carefully selected, and the company makes every effort to ensure that the donated funds reach the target group. In addition, Bossard started in 2021 to make a donation to charitable organizations instead of providing giveaways for shareholders at the annual general meeting of shareholders. The shareholders can vote on which organization the donation should go to. Following the devastating earthquakes in Turkey and Syria, Bossard decided at the 2023 annual general meeting of shareholders to support the Swiss Red Cross with a donation instead of inviting shareholders to vote.

Volunteering and possible creation of volunteering days

Bossard gives employees the opportunity to perform volunteer work in the spirit of community engagement. In 2023, approximately 1,100 reported hours of volunteering work was performed.

Bossard is looking into creating volunteering days at the Group level. In 2023, the company began developing a specific concept for combining volunteering with team events so that team building goes hand in hand with making social and/or economic contributions to society.



BLUE HEARTS EMBASSY
POLISH-UKRAINIAN COMMUNITY HUB

Blue Hearts Embassy remains close to the heart

Bossard Poland continued to support the Blue Hearts Embassy in 2023. The Blue Hearts Embassy was founded in Kraków and offers Ukrainians of all ages the opportunity to improve their language skills, take part in workshops and receive psychological help. In addition, Ukrainians are offered support when they enter the Polish labor market. Other projects promote the development of children and offer adolescents the opportunity to take part in leisure activities. Because Bossard shares the values of the Blue Hearts Embassy and would like to continue supporting the project in the future, corresponding funds have already been earmarked for 2024.



Support for earthquake victims in Turkey and Syria

Bossard donated to the Swiss Red Cross in 2023 to support the people affected by the earthquakes in Turkey and Syria. Because of the topicality and urgency of the situation, Bossard has doubled the amount donated in previous years. The Swiss Red Cross provided first aid on the ground, made emergency shelters available that were essential for survival, and delivered relief supplies to the affected regions. A Bossard warehouse logistics employee launched his own aid project to support earthquake victims. At the Zug location, he collected clothes that were transported to Turkey by a charitable volunteer organization.

Statement of the board of directors

The board of directors of Bossard Holding AG approved the report on non-financial matters for the year of 2023 in accordance with article 964b of the Swiss Code of Obligation (CO) at its meeting on January 26, 2024.

Thomas Schmuckli

Chair of the board of directors

Patricia Heidtman

Vice-Chair of the board of directors

CO REFERENCE TABLE

Non-financial matters according to article 964b of the Swiss Code of Obligations (CO)

Business model
 Environmental matters

 Social issues

 Employee-related issues

 Respect for human rights

 Combating corruption

Chapters in this report

Business model
 Waste management
 Energy and greenhouse gas emissions management
 Sustainable product and service solutions
 Community engagement
 Customer loyalty
 Occupational health and safety
 Employee development
 Attractive employer
 Diversity, equity, inclusion
 Responsible supply chain management
 Integrity
 Integrity

GRI Content Index



2024

Bossard has reported in accordance with the GRI Standards for the period of January 1, 2023 to December 31, 2023. For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for

reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. This service was carried out on the English version of the report.

Bossard publishes annually a sustainability report as part of its annual report. The present report of Bossard Holding AG in Zug, Switzerland, is published on February 28, 2024. Point of contact is Tabea Bürgler, tabea.buergler@bossard.com

BOSSARD ANNUAL REPORT 2023

GRI 1		GRI 1: Foundation 2021			
Applicable GRI Sector Standard		None			
GRI Standard	Disclosure	Location ¹⁾	Omission Requirement(s) omitted	Reason	Explanation
General Disclosures					
The organization and its reporting practices					
GRI 2: General Disclosures 2021	2-1 Organizational Details	p. 76			
	2-2 Entities included in the organization's sustainability reporting	p. 152–153			
	2-3 Reporting period, frequency and contact point	p. 69			
	2-4 Restatements of information	No restatements of information			
	2-5 External assurance	No external assurance			
Activities and workers					
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	p. 23–24			
	2-7 Employees	p. 50			
	2-8 Workers who are not employees	p. 50			

1) Location refers to the Bossard Group's Annual Report 2023.

GRI Standard	Disclosure	Location ¹⁾	Omission Requirement(s) omitted	Reason	Explanation
Governance					
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	p. 80–93			
	2-10 Nomination and selection of the highest governance body	p. 81			
	2-11 Chair of the highest governance body	p. 85			
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 30			
	2-13 Delegation of responsibility for managing impacts	p. 30			
	2-14 Role of the highest governance body in sustainability reporting	p. 68			
	2-15 Conflicts of interest	p. 62, 81			
	2-16 Communication of critical concerns	p. 30, 62			
	2-17 Collective knowledge of the highest governance body	p. 83			
	2-18 Evaluation of the performance of the highest governance body	p. 107–114			
	2-19 Remuneration policies	p. 107–114			
	2-20 Process to determine remuneration	p. 107–114			
	2-21 Annual total compensation ration		Annual total compensation ratio	Confidentiality constraints	Data not to be publicly disclosed for confidentiality reasons
Strategy, policies and practices					
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	p. 6–9			
	2-23 Policy commitments	p. 61, 63, 64			
	2-24 Embedding policy commitments	p. 61, 63, 64			
	2-25 Processes to remediate negative impacts	p. 30, 62			
	2-26 Mechanisms for seeking advice and raising concerns	p. 30, 62			
	2-27 Compliance with laws and regulations	p. 61, 62			
	2-28 Membership associations	p. 28			
	Stakeholder engagement				
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	p. 28			
	2-30 Collective bargaining agreements		Collective bargaining agreements	Information unavailable/incomplete	Data is not collected for the whole group. System to be expanded

1) Location refers to the Bossard Group's Annual Report 2023.

GRI CONTENT INDEX

Material Topics

GRI Standard	Disclosure	Location ¹⁾	Omission Requirement(s) omitted	Reason	Explanation
Materiality assessment and list of material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 25			
	3-2 List of material topics	p. 26			
Sustainable and Profitable Growth					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 34			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	p. 132, 133			
Customer Loyalty					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 35			
Innovation					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 36, 37			
Sustainable Product and Service Solutions					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 38			
Energy and Greenhouse Gas Emissions Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 40-42			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p. 43			
	302-4 Reduction of energy consumption	p. 38			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 43			
	305-2 Energy indirect (Scope 2) GHG emissions	p. 43			
Waste Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 44			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 44			
	306-2 Management of significant waste-related impacts	p. 44			
	306-3 Waste generated	p. 45			
Employee Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 52-54			
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	p. 52-53			

1) Location refers to the Bossard Group's Annual Report 2023.

GRI Standard	Disclosure	Location ¹⁾	Omission Requirement(s) omitted	Reason	Explanation
Attractive Employer					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 46–49			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 50–51			
Diversity, Equity, and Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 55–56			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 31, 50			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 55			
Wellbeing and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 57–59			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 57–59			
	403-2 Hazard identification, risk assessment, and incident investigation	p. 58			
	403-3 Occupational health services	p. 57–59			
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 57–59			
	403-5 Worker training on occupational health and safety	p. 58–59			
	403-6 Promotion of worker health	p. 57–58			
	403-9 Work-related injuries	p. 59			
	403-10 Work-related ill health	p. 59			
Responsible Supply Chain Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 63–65			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	p. 63–65			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	p. 64			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	p. 64			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	p. 63–65			

1) Location refers to the Bossard Group's Annual Report 2023.

GRI Standard	Disclosure	Location ¹⁾	Omission Requirement(s) omitted	Reason	Explanation
Integrity					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 61–62			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	p. 62			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	p. 62			
	205-3 Confirmed incidents of corruption and actions taken	p. 62			
Community Engagement					
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 66			

1) Location refers to the Bossard Group's Annual Report 2023.