

ESG KEY INDICATORS

Sustainable Development at Sika means integrating Environmental, Social, and Governance (ESG) criteria into the strategic planning and into the business. To grasp the ESG dimensions and their priorities for Sika, the company has summarized the ESG key indicators in an overview.

Environment

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2022)
GHG EMISSIONS¹							
Total scope 1, 2, and 3 GHG emissions – market-based	ktCO ₂ eq	12,771	15,298	15,503	15,679	16,120	
Total GHG emissions (market-based) per net revenue	tCO ₂ eq/CHF mn	1,380.3	1,458.1	1,379.4	1,332.9	1,439.2	
Total scope 1 and 2 GHG emissions – market-based	ktCO ₂ eq	239	299	268	240	226	
Change compared to baseline	%			-10.5	-19.9	-24.4	-20% vs. 2022
Scope 1 GHG emissions	ktCO ₂ eq	156	194	172	171	171	
Scope 2 GHG emissions – market-based	ktCO ₂ eq	83	105	96	69	55	
Total scope 1 and 2 GHG emissions – location-based	ktCO ₂ eq	315	381	355	359	355	
Scope 1 GHG emissions	ktCO ₂ eq	156	194	172	171	171	
Scope 2 GHG emissions – location-based	ktCO ₂ eq	159	187	183	188	184	
Total scope 3 GHG emissions	ktCO ₂ eq	12,532	14,999	15,235	15,439	15,894	
Cat. 1 – purchased goods and services	ktCO ₂ eq	6,595	8,394	8,243	8,369	8,460	
Cat. 12 – end-of-life treatment of sold products	ktCO ₂ eq	4,190	4,535	4,380	4,577	4,759	
Cat. 4 – upstream transportation and distribution	ktCO ₂ eq	1,070	1,183	1,299	1,433	1,544	
Cat. 9 – downstream transportation and distribution	ktCO ₂ eq	139	268	337	354	401	
Cat. 2 – capital goods	ktCO ₂ eq	172	189	556	282	318	
Cat. 11 – use of sold products	ktCO ₂ eq	108	133	123	118	120	
Cat. 7 – employee commuting	ktCO ₂ eq	63	97	100	101	98	
Cat. 5 – waste generated in operations	ktCO ₂ eq	108	91	87	93	92	
Cat. 3 – fuel- and energy-related activities	ktCO ₂ eq	81	84	78	80	79	
Cat. 6 – business travel	ktCO ₂ eq	6	25	32	32	23	

¹ Scope 1 and 2 GHG emissions for 2022–2024 have been restated to reflect 2024 and 2025 acquisitions (except Gulf Seal), in accordance with Sika's ESG Data Governance and the SBTi baseline for GHG emissions. To ensure consistent comparability of emissions over time, Sika performed its first re-baselining of its scope 1, 2 and 3 GHG inventory in 2025 to incorporate methodological changes, improvements in data accuracy, and structural changes. Past scope 3 inventories (2022–2024) have been updated accordingly. The acquisitions occurred in 2024 and 2025 are excluded from scope 3 GHG emissions for 2022–2025 and will be integrated within 24 months after the closing date. 2021 GHG emissions are not comparable with the other years, as not part of the re-baselining and restatement.

Environment

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2022)
ENERGY¹							
Total energy consumption	MWh	1,219,623	1,462,876	1,361,843	1,371,751	1,382,111	
Energy intensity per net revenue	MWh/CHF mn	131.8	139.4	121.2	116.6	123.4	
Total energy consumption from fossil and nuclear sources	MWh	984,088	1,163,781	1,071,194	984,424	952,969	
Share of fossil and nuclear sources in total energy consumption	%	80.7	79.6	78.7	71.8	69.0	
Coal ²	MWh	-	-	-	-	35	
Heavy liquid fuel	MWh	863	0	2	0	0	
Light liquid fuel	MWh	53,484	111,433	41,661	41,526	34,645	
Natural gas	MWh	496,475	559,884	503,840	506,344	529,009	
Liquefied Petroleum Gas ³	MWh	27,194	30,361	40,348	26,184	21,140	
Vehicle fuel from fossil sources ³	MWh	191,617	222,968	237,552	245,363	239,388	
Fuel consumption from fossil sources	MWh	769,633	924,646	823,403	819,417	824,217	
Purchased heat, steam and cooling from fossil sources ^{2,4}	MWh	-	2,210	1,874	3,650	6,545	
Purchased electricity from fossil and nuclear sources ⁵	MWh	214,455	236,925	245,917	161,357	122,207	
Total energy consumption from renewable sources	MWh	235,535	299,095	290,649	387,327	429,142	
Share of renewable sources in total energy consumption	%	19.3	20.4	21.3	28.2	31.0	
Biodiesel for industrial processes ⁶	MWh	-	-	-	731	716	
Vehicle fuel from renewable sources ^{3,4}	MWh	-	5,365	7,097	10,548	9,808	
Fuel consumption from renewable sources	MWh	-	5,365	7,097	11,279	10,524	
Purchased heat, steam and cooling from renewable sources ²	MWh	-	-	-	-	4,634	
Self-produced electricity from renewable sources	MWh	825	2,004	5,192	8,294	12,731	
Purchased electricity from renewable sources	MWh	234,710	291,726	278,360	367,754	401,253	
Share of renewable sources in total electricity consumption	%	52.3	55.4	53.6	70.0	77.2	

1 Energy indicators for 2022–2024 have been restated to reflect 2024 and 2025 acquisitions (except Gulf Seal), in accordance with Sika's ESG Data Governance and the SBTi baseline for GHG emissions.

2 In 2025, "coal", "purchased steam and cooling", and "purchased heat from renewable sources" were added to the energy inventory. 2021–2024 data have not been restated accordingly.

3 2024 figures related to Liquefied Petroleum Gas and vehicle fuel have been restated due to a stricter application of internal reporting rules.

4 In 2022, "purchased heating from fossil sources" and "vehicle fuel from renewable sources" were added to the energy inventory as per the GHG. 2021 data have not been restated accordingly.

5 The reporting of purchased electricity does not differentiate between the specific sources of non-renewable electricity (fossil vs. nuclear sources). Additional granularity will be implemented in the coming years.

6 In 2024, "biodiesel" was added to the energy inventory. 2021–2023 data have not been restated accordingly.

Environment

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
WATER¹							
Water discharge per ton sold ²	liter per ton sold	85.4	84.2	77.3	71.8	69.4	
Change compared to baseline	%				-7.1	-10.3	-15% vs. 2023
Water consumption	m ³	1,114,977	1,087,272	1,459,939	1,493,660	1,557,636	
Water intensity per net revenue	m ³ /CHF mn	120.5	103.6	129.9	127.0	139.1	
Water withdrawal ³	m ³	4,395,590	4,297,416	4,683,069	4,737,594	4,483,072	
Public supply	m ³	1,922,637	1,959,347	2,277,745	2,300,128	2,344,190	
Groundwater	m ³	2,422,271	2,284,007	2,320,721	2,379,310	2,079,837	
Surface water	m ³	50,682	29,200	60,712	37,386	36,685	
Rainwater ⁴	m ³	-	24,862	23,891	20,770	22,360	
Water usage ⁴	m ³	4,406,238	4,297,654	4,691,284	4,749,361	4,490,947	
Water in products	m ³	978,081	949,160	1,338,898	1,391,590	1,440,970	
Thereof water reused in products ⁵	m ³	-	-	-	13,933	13,239	
Process and cooling water	m ³	2,753,499	2,699,077	2,533,701	2,592,709	2,341,811	
Sanitary water	m ³	674,658	649,417	818,685	765,062	708,166	
Water discharge	m ³	3,280,613	3,210,145	3,223,129	3,243,933	2,925,436	
Sewage	m ³	913,590	874,591	1,059,693	1,041,820	997,037	
Surface water	m ³	1,928,147	1,184,128	919,553	944,740	1,035,448	
Groundwater	m ³	438,876	1,113,542	1,171,876	1,190,340	828,109	
Off-site treatment ⁶	m ³	-	37,884	72,007	67,033	64,842	

¹ 2023 and 2024 water indicators have been restated to reflect 2024 and 2025 acquisitions (except Gulf Seal), in accordance with Sika's ESG Data Governance. A building divestment in Sarnen (Switzerland) in 2025, resulted in a reduced water withdrawal, water usage, and water discharge of 259,654 m³ (8.0% of water discharge at Group level) compared to 2024. The previous years have not been restated in accordance with Sika's ESG Data Governance.

² Verona (Italy), Sarnen (Switzerland), and Innsbruck (Austria) withdraw large quantities of water for cooling processes and then discharge it back to original sources with negligible losses or variation in quality. Hence, those three sites have been excluded from the water discharge target set under Strategy 2028.

³ Total water withdrawal includes the volume of water used as an input material.

⁴ The difference between water withdrawal and water usage is related to water storage. Rainwater is considered under water withdrawal from 2022 onwards and could also be a source of difference between water withdrawal and water usage for 2021.

⁵ In 2024, "water reused in products" was added as a new category in the water reporting. 2021-2023 data have not been restated accordingly.

⁶ In 2022, "water sent off-site for treatment" was added as a new category in the water reporting. It captures the water that is treated off-site by a third-party. It includes effluents (treated or untreated wastewater) including wastewater that shall be disposed separately due to local regulations. 2021 data have not been restated accordingly.

Environment

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
WASTE¹							
Non-recoverable waste per ton sold ²	kg per ton sold	7.4	6.5	6.0	5.7	5.4	
Change compared to baseline	%				-4.1	-9.6	-15% vs. 2023
Total waste directed to and diverted from disposal	t	151,559	152,236	173,622	192,330	221,799	
Non-hazardous waste directed to and diverted from disposal ³	t	-	134,384	150,665	168,144	193,346	
Hazardous waste directed to and diverted from disposal ³	t	-	17,852	22,957	24,186	28,453	
Waste directed to disposal (non-recoverable waste) ²	t	100,111	90,776	98,831	98,006	92,267	
Share of waste directed to disposal	%	66.1	59.6	56.9	51.0	41.6	
Non-hazardous waste directed to disposal	t	-	77,042	82,243	80,145	72,923	
Hazardous waste directed to disposal	t	-	13,734	16,588	17,861	19,344	
Landfill	t	67,508	61,701	68,735	64,871	58,017	
Non-hazardous waste	t	-	59,052	64,946	60,788	53,023	
Hazardous waste	t	-	2,649	3,789	4,083	4,994	
Incineration	t	32,603	29,075	30,096	33,135	33,158	
Non-hazardous waste	t	-	17,990	17,297	19,357	19,749	
Hazardous waste	t	-	11,085	12,799	13,778	13,409	
Other disposal operations ⁴	t	-	-	-	-	1,092	
Non-hazardous waste	t	-	-	-	-	153	
Hazardous waste	t	-	-	-	-	939	

¹ 2023 and 2024 waste indicators have been restated to reflect 2024 and 2025 acquisitions (except Gulf Seal), in accordance with Sika's ESG Data Governance.

² The indicator "non-recoverable waste" refers to the volume of waste that is directed to disposal, ie. landfill, incineration and other disposal operations.

³ In 2022, waste volumes per type of disposal method were detailed for hazardous and non-hazardous waste. 2021 data have not been restated accordingly.

⁴ In 2025, the indicator "other disposal operations" was added to the reporting for further granularity. 2021-2024 data have not been restated accordingly.

Environment

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
WASTE¹							
Waste diverted from disposal ²	t	51,448	61,460	74,791	94,324	129,532	
Share of waste diverted from disposal	%	33.9	40.4	43.1	49.0	58.4	
Non-hazardous waste diverted from disposal	t	-	57,343	68,422	87,999	120,423	
Hazardous waste diverted from disposal	t	-	4,118	6,369	6,325	9,109	
Share of recycled waste ³	%	33.9	40.4	43.1	37.9	29.7	
Share of non-recycled waste ⁴	%	66.1	59.6	56.9	62.1	70.3	
Recycling off-site	t	51,448	61,460	74,791	72,820	65,912	
Non-hazardous waste	t	-	57,343	68,422	66,955	60,716	
Hazardous waste	t	-	4,118	6,369	5,865	5,196	
Internal recovery ⁵	t	-	-	-	21,504	35,222	
Non-hazardous waste	t	-	-	-	21,044	34,287	
Hazardous waste	t	-	-	-	460	935	
Preparation for reuse ⁶	t	-	-	-	-	1,913	
Non-hazardous waste	t	-	-	-	-	1,191	
Hazardous waste	t	-	-	-	-	722	
Other recovery operations ⁶	t	-	-	-	-	26,485	
Non-hazardous waste	t	-	-	-	-	24,229	
Hazardous waste	t	-	-	-	-	2,256	

1. 2023 and 2024 waste indicators have been restated to reflect 2024 and 2025 acquisitions (except Gulf Seal), in accordance with Sika's ESG Data Governance.

2. The indicator "waste diverted from disposal" considers all waste diverted from disposal: recycling off-site, internal recovery, preparation for reuse, and other recovery operations.

3. The indicator "recycled waste" refers to the volume of waste that is diverted from disposal due to recycling off-site.

4. The indicator "non-recycled waste" refers to the volume of waste directed to disposal and waste classified as internal recovery, preparation for reuse and other recovery operations.

5. In 2024, the indicator "internal recovery" was added to the waste reporting. Internal recovery refers to the internal reprocessing or recovery of materials that would otherwise become waste. 2021–2023 data have not been restated accordingly.

6. In 2025, the indicators "preparation for reuse", and "other recovery operations" were added to the reporting for further granularity. 2021–2024 data have not been restated accordingly.

Environment

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
INPUT MATERIALS SOURCED¹							
Total input material sourced	kt	-	-	13,623	14,250	14,392	
Secondary materials sourced	kt	-	-	423	483	500	
Biological materials sourced ²	kt	-	-	0.012	0.008	0.040	
AIR EMISSIONS^{3,4}							
Nitrogen oxides (NO _x)	t	482.1	245.4	208.5	296.9	286.8	
Volatile organic compounds (VOCs) ⁵	t	69.5	194.8	175.2	218.1	217.1	
Dust PM 10 ⁶	t	31.9	172.9	159.6	187.0	184.8	
Carbon monoxide (CO)	t	72.9	125.5	113.1	142.8	145.1	
Sulfur oxides (SO _x)	t	3.6	1.9	2.1	2.5	2.6	
ENVIRONMENTAL COMPLIANCE⁷							
ISO 14001 (Environmental Management System) certified sites	#	275	297	313	331	322	
Coverage of sites under ISO scope	%	48	49	43	45	45	
ISO 50001 (Energy Management System) certified sites	#	17	27	27	32	29	
Coverage of sites under ISO scope	%	3	5	4	4	4	

¹ The methodology of this indicator has been adjusted to align with the procurement database. Based on procurement volumes either stored on-site or used. Excluding toll manufacturing and water. 2023 and 2024 data have been restated accordingly.

² To be categorized as biological materials, raw materials must be certified.

³ MBCC entities and Thiessen Team USA have been excluded from 2023 disclosures. Chema is excluded from 2024 disclosures. Gulf Seal, and Marlon have been excluded from 2025 disclosures.

⁴ 2024 figures have been restated to reflect the restatement of Liquefied Petroleum Gas and vehicle fuels.

⁵ In 2022, VOC reporting was extended to include emissions from the petrochemical materials and related processes. 2021 data have not been restated accordingly.

⁶ In 2022, dust reporting was extended to include emissions from the mortar production. 2021 data have not been restated accordingly.

⁷ Considered under ISO scope are: headquarters, plants, warehouses, and technology centers. Sales offices, administrative offices, training centers and subsidiaries are excluded as these activities do not fall under the scope of the respective ISO standards.

Social

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
HEALTH AND SAFETY							
Sika employees¹							
Fatalities	#	0	0	1	0	0	0
Lost Time Accidents ²	#	256	209	181	127	110	
Days lost due to Lost Time Accidents	#	4,919	5,716	4,875	4,492	3,694	
Average days lost per Lost Time Accidents	#	19.2	27.3	26.9	35.4	33.6	
LTAs per 1,000 FTEs	Rate	9.2	7.1	5.4	3.5	3.0	
LTIFR per 1,000,000 hours ³	Rate	2.30	3.52	2.64	1.74	1.49	
Recordable work-related accidents ²	#	-	361	337	296	222	
Recordable work-related accidents per 1,000 FTEs	Rate	-	12.2	10.0	8.1	6.0	
Recordable work-related accidents per 1,000,000 hours	Rate	-	6.08	4.91	4.06	3.00	
Work-related ill health	#	10	12	22	11	12	
Work-related ill health per 1,000,000 hours	Rate	0.18	0.20	0.32	0.15	0.16	
Sika contractors							
Fatalities	#	0	0	0	1	0	0
Lost Time Accidents	#	30	27	19	13	30	
Recordable work-related accidents ⁴	#	-	-	-	-	35	
Occupational Health and Safety and Quality Management System⁵							
ISO 45001 (Occupational Health and Safety Management System) certified sites	#	147	196	206	230	233	
Coverage of sites in ISO scope	%	26	33	28	31	32	
ISO 9001 (Quality Management System) certified sites	#	345	361	422	405	430	
Coverage of sites in ISO scope	%	61	60	58	55	60	
Process Safety⁶							
Process Safety Incidents	#	-	-	-	-	63	

¹ Apprentices and interns are excluded from FTEs and worked hours used for the calculation of LTAs per 1,000 FTEs, LTIFR, recordable work-related accidents rates, and work-related ill health rates.

² 2024 figures related to LTAs and recordable work-related accidents of Sika employees have been revised upwards to take account of the incorrect classification of two incidents identified after publication (one LTA, one recordable work-related accident).

³ Lost Time Injury Frequency Rate.

⁴ New reporting of recordable work-related accidents of contractors from 2025 onwards.

⁵ Considered under ISO scope are: headquarters, plants, warehouses, and technology centers. Sales offices, administrative offices, training centers are excluded as these activities do not fall under the scope of respective ISO standards.

⁶ A Process Safety Incident refers to an unplanned or uncontrolled release of energy, or material from a process that results in consequences for people, the environment, or property which leads to one or more of the following: a recordable injury, a declared public evacuation or shelter-in-place order, a significant release of hazardous material, or incurs costs above 20,000 CHF. Classification and reporting process have been updated in 2025. Therefore, the data is not comparable with previous years.

Social

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
EMPLOYEES AND DIVERSITY							
Total employees	#	27,059	27,708	33,547	34,476	33,707	
Change compared to previous year	%	+8.9	+2.4	+21.1	+2.8	-2.2	
Female	#	6,284	6,651	8,138	8,549	8,363	
Male	#	20,775	21,057	25,409	25,927	25,344	
Share of women	%	23.2	24.0	24.3	24.8	24.8	
Net added value per employee – annual average	CHF thousands	118	121	116	116	110	
Breakdown of employees per contract type and per gender¹							
Permanent	#	23,639	24,552	30,016	30,536	30,629	
Temporary	#	3,233	2,943	3,209	3,526	2,564	
Apprenticeship/internship	#	187	213	322	414	514	
Permanent	%	87.4	88.6	89.5	88.6	90.9	
Female	%	-	23.5	23.9	24.4	24.4	
Male	%	-	76.5	76.1	75.6	75.6	
Temporary	%	11.9	10.6	9.6	10.2	7.6	
Female	%	-	26.8	26.3	26.3	26.2	
Male	%	-	73.2	73.7	73.7	73.8	
Apprenticeship/internship	%	0.7	0.8	0.9	1.2	1.5	
Female	%	-	43.2	40.1	41.8	43.4	
Male	%	-	56.8	59.9	58.2	56.6	

¹ Since 2022, Sika has added granularity to the reporting of headcount-related indicators. The breakdown of employees per age and contract type is now available per gender. 2021 data have not been restated accordingly.

Social

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
EMPLOYEES AND DIVERSITY							
Breakdown of employees per age and per gender¹							
<30 years	#	3,663	3,534	3,991	4,201	3,833	
30–50 years	#	16,572	17,176	20,831	21,321	20,906	
>50 years	#	6,824	6,998	8,725	8,954	8,968	
<30 years	%	13.5	12.8	11.9	12.2	11.4	
Female	%	–	31.9	32.8	33.0	32.7	
Male	%	–	68.1	67.2	67.0	67.3	
30–50 years	%	61.3	62.0	62.1	61.8	62.0	
Female	%	–	24.6	24.9	25.4	25.7	
Male	%	–	75.4	75.1	74.6	74.3	
>50 years	%	25.2	25.2	26.0	26.0	26.6	
Female	%	–	18.6	18.7	19.5	19.5	
Male	%	–	81.4	81.3	80.5	80.5	
Breakdown of employees per employment type							
Full-time	%	97.1	97.2	96.9	97.2	97.0	
Part-time	%	2.9	2.8	3.1	2.8	3.0	

¹ Since 2022, Sika has added granularity to the reporting of headcount-related indicators. The breakdown of employees per age and contract type is now available per gender. 2021 data have not been restated accordingly.

Social

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
EMPLOYEES AND DIVERSITY							
Breakdown of employees per gender and per category							
Staff	#	21,917	22,372	27,346	28,076	27,457	
Middle Management	#	3,966	4,235	4,874	5,173	5,025	
Company Management ¹	#	1,176	1,101	1,327	1,227	1,225	
Staff	%	81.0	80.7	81.5	81.4	81.5	
Female	%	23.7	24.3	24.6	24.9	24.9	
Male	%	76.3	75.7	75.4	75.1	75.1	
Middle Management	%	14.7	15.3	14.5	15.0	14.9	
Female	%	21.9	23.2	22.8	24.3	24.2	
Male	%	78.1	76.8	77.2	75.7	75.8	
Company Management	%	4.3	4.0	4.0	3.6	3.6	
Female	%	19.6	20.8	22.2	24.5	25.0	
Male	%	80.4	79.2	77.8	75.5	75.0	
Thereof Female – Group Management	%	25.0	25.0	25.0	25.0	25.0	
Thereof Male – Group Management	%	75.0	75.0	75.0	75.0	75.0	
Turnover							
Leavers	#	2,884	3,724	4,129	4,461	5,119	
Employee turnover rate ²	Rate	11.1	13.6	13.5	13.1	15.0	
Female	Rate	10.6	14.3	13.9	12.7	15.3	
Male	Rate	11.3	13.4	13.3	13.2	14.9	
Employee voluntary turnover rate	Rate	7.4	9.3	8.5	7.9	8.1	

1 Sika Senior Managers and local Company Management Teams are included in this category.

2 The employee turnover rate considers all departures: Natural fluctuations, voluntary leavers, and involuntary leavers. It is calculated as follows: All departures/((headcount at the beginning of the year + headcount at the end of the year)/2). Natural fluctuations refer to retirement or death for example.

Social

Metric	Unit	2021	2022	2023	2024	2025	Target 2028 (Baseline: 2023)
TRAINING AND EMPLOYEE DEVELOPMENT							
Average training hours per employee ¹	Hours	11.1	13.4	12.5	14.7	14.0	
Employees with performance reviews	%	50	50	62	67	79	
COMMUNITY ENGAGEMENT²							
Community engagement projects	#	242	406	582	524	694	
Volunteering days of employees	#	1,392	2,595	7,953	5,849	6,584	
SUPPLY CHAIN DUE DILIGENCE FIGURES							
Suppliers assessed during the year ³	#	-	-	821	1,481	1,599	
Suppliers with valid assessment ⁴	#	-	-	1,172	1,948	2,226	
Suppliers with a reassessment with an improved score ⁵	%	-	-	-	-	73	

¹ Excluding apprenticeship, MBA, and PhD at educational institutions. Chema has been excluded from 2024 figures. Gulf Seal has been excluded from 2025 figures.

² Some of the projects do not require any volunteering work from Sika employees and therefore not all projects led to volunteering days. Starting from 2023, community engagement guidelines have been strengthened. A minimum of 8 hours of volunteering work needs to take place to consider a project as "community engagement".

³ This indicator refers to both new EcoVadis assessments and reassessments.

⁴ Under the TfS framework, EcoVadis assessments have a validity period of three years. Therefore, the current indicator shows the sum of the assessments conducted in the last three years.

⁵ This refers to the reassessments that showed an improvement from a score below 54% within the year.

Governance

Metric	Unit	2021	2022	2023	2024	2025	Target 2028
BOARD OF DIRECTORS							
Total directors	#	8	8	8	8	8	
Female	#	1	3	3	3	2	
Male	#	7	5	5	5	6	
30–50 years	#	-	-	-	-	-	
>50 years	#	8	8	8	8	8	
Average term of office	Years	9	4	5	5	4	
Independence	%	87.5	87.5	87.5	87.5	100.0	
COMPENSATION							
CEO total summary compensation	CHF mn	2.7	4.1	4.5	5.4	4.3	
Board of Directors total summary compensation	CHF mn	3.0	3.1	3.1	3.3	3.2	
Group Management total summary compensation	CHF mn	15.8	16.1	17.1	19.9	16.4	
OWNERSHIP AND CONTROL							
Controlling shareholder	-	no	no	no	no	no	
Voting rights of largest shareholder	%	<10	<10	<10	<10	<10	
Nr. of shareholders with voting rights exceeding 3%	#	4	4	4	3	3	
TAX APPROACH							
Tax rate	%	21.5	22.4	20.5	20.2	22.9	
COMPLIANCE CASES¹							
Reports received	#	63	48	73	65	117	
Substantiated reports ²	#	33	22	54	33	64	

¹ Concerns raised are categorized in three "priority levels" depending on their severity and potential impact: Priority 1 (P1), Priority 2 (P2), or Priority 3 (P3). This section only refers to high-priority P1 and P2 cases.

² Substantiated reports including backlog carried over. Not all identified violations resulted in disciplinary actions. In some instances, the employee responsible for the violation left the company before the case was resolved. In other cases, a combination of disciplinary measures was applied.