


A black and white photograph of a path lined with trees, viewed from a low angle looking down the path. The path is paved with bricks and is flanked by a metal fence. The trees have thick, gnarled trunks and bare branches. The image is overlaid with geometric shapes: a large light blue rectangle on the right, a smaller dark blue rectangle on the left, and a pink rectangle at the bottom left. Diagonal lines are also present on the left side of the image.

Vontobel

Chapter of the Annual Report

2019

Corporate Responsibility
& Sustainability Report

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Further information:
vontobel.com/sustainability

The cover picture is the winning photo in a competition in which Vontobel employees were invited to submit images for the front page of the Sustainability Report. A total of 45 entries were submitted. The jury commented: "Sustainable development is a journey, sometimes a long one. It requires patience and usually takes a lot of time. However, those who choose to follow this path also gain new perspectives. Over the years, it is not only 'old trees' that have grown on this road – a new and unique ecosystem has also emerged that fascinates us with its beauty. Sustainable development therefore also means that with patience and tenacity, it is possible to create something new and unique. Among all the different entries, it is the image 'The Dark Hedges' that best embodies all these aspects".

Corporate Responsibility & Sustainability

90	Foreword
91	Sustainable Investing
98	Economic Sustainability
100	Environmental Sustainability
103	Social Sustainability
108	General Disclosures
113	GRI Content Index
116	UN Global Compact: Activities and Results

* Page numbering is according to the
Vontobel Annual Report 2019

Foreword

Vontobel is the third-largest provider of sustainable investments in Switzerland

According to the “Swiss Sustainable Investment Market Study 2019” published by Swiss Sustainable Finance (SSF), a total of CHF 716.6 billion of assets were invested according to sustainability criteria as of December 31, 2018. Our clients have been benefiting from our broad range of sustainable investment solutions since the 1990s. Vontobel thus ranks as one of the pioneers in this field, as the SSF market study 2019 confirms: with a market share of 8.7%, Vontobel is the third-largest provider of sustainable investments in Switzerland.

The market for sustainable investments in Switzerland grew by 83% in 2018 compared to the previous year. In Europe, the average annual growth rate of sustainably managed assets was 6% in the period from 2014 to 2018. Vontobel expects that the demand for sustainable investment solutions will continue to rise due in part to the EU “Action Plan for Financing Sustainable Growth”. The Action Plan will drive an increased focus on sustainable investing among investors. Vontobel has set itself the goal of pursuing its growth path and assuming a leading role in the field of sustainable investing. In 2019, we also established a project team to ensure the implementation of the Action Plan at Vontobel.

In 2019, Vontobel further improved on the already good score for the “Principles for Responsible Investment” (PRI) for our sustainable investment strategies: in the 2019 reporting, Vontobel outperformed the benchmark for all seven of the modules that were assessed (2018: six out of seven modules were above benchmark). Vontobel has been a signatory to the PRI since 2010. The UN initiative has more than 2,800 signatories globally, primarily comprising companies from the financial world.

On our “derinet” web portal, investors can now buy Vontobel certificates whose underlyings have undergone a sustainability analysis. In the case of certificates linked to equities, Vontobel first examines each underlying based on standard exclusion criteria. In a second step, sectors and companies are evaluated according to sustainability criteria and a final selection is made. If a product has several underlyings, they must all qualify as sustainable. These products are assigned an ESG logo and can be found easily using a new filter criterion.

In 2019, we also organized various internal and external road shows. For our German clients, we held events on the topic of sustainability at Vontobel and presented the abovementioned certificate solution to participants. In

addition, we conducted internal training courses about corporate responsibility and sustainability at new Vontobel locations.

Another milestone in 2019 was the launch of our cross-divisional “Sustainable Investment Policy”, thus formalizing our long-standing sustainable investment approaches. Based on the recommendations issued by the Task Force on Climate-related Financial Disclosures (TCFD), we also started work on a scenario analysis for Vontobel. We analyzed various model portfolios during a pilot project. Our aim is to use the analysis to identify the initial opportunities and risks of climate change for our business activities and to subsequently formulate recommended courses of action that could be taken to address them. The findings of this analysis will also help us to determine the next steps for our company.

Information about our latest projects and activities is available at: www.vontobel.com/responsibility.



Dr Zeno Staub, CEO Vontobel

Signatory of:



Above average PRI rating

Sustainable Investing

Product portfolio

103-1 Explanation of the material topic and its boundary

Vontobel has been committed to acting and investing in a value-oriented and farsighted manner for generations. As a pioneer in this field, we have been offering our clients a wide range of sustainable investment solutions since the 1990s. For a wealth and asset manager, the consideration of environmental, social and governance (ESG) factors in the investment business is a key part of a comprehensive sustainability strategy. This reflects the fact that the integration of sustainability criteria into the product and services portfolio is a very effective lever when it comes to fostering sustainable development.

All three divisions (Wealth Management, Asset Management, Investment Banking) offer sustainable investment solutions and advice in one form or another and cooperate closely in this area. The aim is for clients to be able to generate a financial return while also contributing to sustainable development. Here, our clients can select investment themes that reflect their own values and investment objectives.

103-2 The management approach and its components

No investments in controversial weapons

All our investments have to fulfil certain minimum requirements. Cluster bombs and land mines are banned by international conventions. In 2011, Vontobel therefore approved Group-wide guidelines that prohibit investments in companies that manufacture these types of arms. Stringent processes ensure that no manufacturers of cluster bombs and land mines are included in our investment funds, discretionary mandates or investment recommendations.

Our guidelines on cluster bombs and land mines can be found here: www.vontobel.com/principles-policies.

Wealth Management

We published our latest ESG study “Drive positive change with ESG” in cooperation with Longitude (a Financial Times Group company) in September 2019. A survey involving over 4,600 people from 14 countries across three continents was conducted on the topic of sustainable investing for the study. The findings revealed a significant knowledge gap among investors and showed that there is considerable untapped potential in the area of sustainable investing: 59% of the respondents were not even aware that it is possible to adopt an ESG approach to saving and investing. 65% believe that ethical companies generate better returns. In addition, 49% of the respondents expressed the wish to have more support and advice about sustainable investment themes from their financial

services providers. To increase the focus on sustainability and ESG topics among our relationship managers, Vontobel Wealth Management held an internal road show in the first half of 2019 and gave detailed presentations about our sustainability approach and related investment solutions in the different locations. We also took this opportunity to inform relationship managers about corporate responsibility.

— Investment solutions

Our portfolio management and investment advisory offering incorporates sustainable investment solutions that address the needs of our private clients.

Our product range in the area of portfolio management includes two dedicated sustainable portfolio management mandates. The first solution is a Multi-Asset mandate – a standard solution based on sustainable investment strategies defined by Vontobel. This mandate solution invests according to sustainability criteria via collective investment vehicles (funds and certificates) in the asset classes cash, fixed income, and equities and it is diversified across various sustainability approaches. Sound, long-term strategic asset allocation provides a robust basis for this mandate. We also cover “high conviction” themes (e.g. clean tech, water or healthy living). The second solution is an individual mandate that is tailored to the client’s wishes regarding sustainability criteria, investment strategy, and the use of financial instruments. A specialized portfolio management team is responsible for managing the mandates. Our relationship managers – together with sustainability experts – conduct personal consultations with clients to regularly discuss the performance of the portfolio in terms of its financial return and the generation of positive environmental and social impacts.

In the area of investment advisory, clients have the opportunity to invest in equities, fixed income or collective investments that are in line with Vontobel Wealth Management’s sustainability approach and are the subject of buy recommendations by primary or secondary research providers as well as our in-house fund research team. In addition, our relationship managers can filter the investment universe according to fundamental analysis using a Web-based tool in combination with the list of recommendations to identify sustainable stocks. This allows them to compile sustainable portfolios more efficiently and to provide our clients with appropriate advice about sustainable stocks.

In the area of pension provision, we give our clients the opportunity to invest through our cooperation partners in investment funds that combine the goals of capital preser-

vation and capital growth with ethical, environmental, and social aspects.

In summer 2019, based on the “Sustainable value creation” megatrend, Vontobel Wealth Management launched two actively managed open-end certificates. The first one focuses on the theme of water and invests in companies that offer sustainable products and services to mitigate or eliminate global problems such as water shortages or water pollution, thus generating positive environmental and social impacts. The second certificate is devoted to diversity as a driver of innovation and cohesion within companies and it invests in firms that strive for gender diversity (especially in the composition of their Board of Directors or Executive Board), as well as diversity across nationalities and generations. Stock selection for the two products is based on fundamental analysis produced by Vontobel Swiss Equity Research, the Vontobel Global Quality Achievers Model, and external research providers. The analysis of ESG factors is based on ESG research produced by Vontobel Asset Management, as well as external research providers such as Sustainalytics. The ESG filter criteria focus on minimizing existing and potential ESG risks and controversial factors, as well as on criteria that are designed to generate positive environmental and social impacts.

Investment communications

In 2019, we further strengthened our presence using communication channels such as the Internet, social media, newspapers and magazines, to inform our clients about the topic of sustainability.

As part of our series of “Insights & Trends” events in Switzerland and Germany, we selected sustainable investing at Vontobel as a key theme for 2019 alongside the current market outlook. This generated lively discussions and met with a positive response from clients.

In 2019, we included members from our new locations in the “Wealth Management Expert Circle Sustainable Investing” that provides a platform for regular dialogue about sustainability topics as part of the expansion of our range of client services. Through the discussion of new developments in the area of sustainability, the Expert Circle aims to ensure the transfer of knowledge within our organization and to create the basis to embed this topic within our client communications.

— Training and education

We used the acquisition of Notenstein La Roche in 2018 as an opportunity to make significant and targeted investments in the training and development of our relationship

managers. In 2019, around 150 people completed the Vontobel Curriculum for Relationship Managers. This training course, which was developed specifically for Vontobel Wealth Management, consists of four days of classroom learning as well as around 25 hours of online training about topics such as finance, regulation, and advisory capabilities. A key component of the curriculum is the transfer of knowledge about sustainable investing and the expansion of our expertise in this field across the whole of Wealth Management. In addition to regular training courses about specialist themes and regulatory aspects, sustainability was one of the topics that featured prominently in the training we provided in 2019. In this context, we held a special “Lunch & Learn” presentation that explained how Vontobel is positioned in the area of sustainability based on the private banks report published by the University of Zurich.

Sustainable investing was also one of the topics covered in the First Week Entry Training for new employees in 2019. This induction program, which lasts several days, allows new employees in Vontobel Wealth Management to get to know the company and ensures they are ideally prepared for their challenging new role.

— Outlook

In 2020, we will focus on expanding our advisory process and on broadening our range of internal and external sustainable investment solutions in the areas of portfolio management and investment advisory. We will also expand and deepen our training about the topic of sustainability for relationship managers.

Further information on Vontobel Wealth Management can be found at: www.vontobel.com/wm.

Asset Management

Our goal is to help our clients to invest according to their ethical values while generating higher returns and reducing portfolio risk. As we are a global asset manager, our clients can benefit from our long track record in sustainable investing dating back to the 1990s.

We focus on active asset management based on a multi-boutique model with independent centers of competence. The multi-boutique setup allows us to cover the entire spectrum of potential client needs: our organizational structure gives our investment teams a high degree of independence, thus fostering innovation. Therefore, our sustainable portfolios reflect different investment approaches and processes.

We provide our clients with a choice of sustainability-oriented funds and individual mandates. The ESG Investment Governance Committee is responsible for the coordination of the different investment strategies regarding environmental, social, and governance (ESG) issues, overarching principles and policies, and generally advances ESG throughout the various investment teams in Vontobel Asset Management. The Committee consists of representatives of all Asset Management boutiques and meets once each month. It reports to the Vontobel Asset Management Executive Committee.

The ESG Competence Center delivers sustainability research to in-house investment teams and external clients according to their specific needs. Moreover, it provides ESG company and country ratings using a proprietary analytical approach, and a sustainable investment universe. Portfolio managers and clients across all divisions can select securities from this universe for their investments. Here, the goal of our sustainability analysis is to determine which companies are ahead of their peers in terms of an active sustainability approach. The most progressive issuers are selected for the sustainable investment universe (equities and bonds).

We offer a broad range of equity, fixed income and multi-asset funds incorporating different sustainability approaches. Our investors receive comprehensive information about the funds' investment processes and selection criteria based on the individual investment policy of the respective funds, e.g. in the form of methodology white papers. In addition, we provide investors with specific ESG information on selected investment products. This information covers aspects such as the ESG profiles and ESG ratings of certain investments, the ESG profiles of our mandates and funds – including benchmark comparisons – and CO₂ reporting or impact-related information based on the UN Sustainable Development Goals.

— mtX strategies (equities)

The mtX strategies are based on the belief that there is a strong positive correlation between improvements in a company's return on invested capital (ROIC) and its share price. We focus on a limited number of stocks that pass our top quartile ROIC test and are top-ranked in their industry. Therefore, we seek to examine whether ESG data is material to the alpha source of the investment strategy in such a highly selective group of top performing stocks and whether ESG performance can support ROIC. Core to our ESG Integration approach is our in-house yardstick, the so-called minimum standard framework (MSF). Sector-specific MSFs, which consider up to 25 material ESG factors with a possible relevance on future cash flows,

help us evaluate both the companies' ESG risks and opportunities. All assets managed according to mtX strategies follow this approach and are therefore ESG compliant. In 2019, we made new appointments to further strengthen the ESG analysts team.

— Global Trends Strategies (equities)

Our thematic equity portfolios address global trends and challenges such as climate change, the scarcity of natural resources, and urbanization based on a targeted approach. The funds invest in companies whose products and processes either have a positive impact on the environment or have a less negative impact on the environment than their peers. In this context, we take into account the entire life cycle of these products and processes, since the largest environmental impact often occurs while the product is in use. There are various ways to measure this. As an example, we assess reductions in the energy consumption of innovative products due to optimized processes or weight reductions in the area of transportation. Moreover, we have developed a method called "Potential Avoided Emissions" (PAE) together with the ISS-climate consultancy. This solution-oriented approach records the contribution that energy-efficient, climate-friendly products and services are expected to contribute to the reduction of CO₂ emissions in the portfolio. When a company emerges as a potential investment, we consider financial as well as ESG criteria. While social and governance criteria are mainly relevant in the risk evaluation, a favorable impact on the environment should also make a positive contribution to the company's financial success. When assessing social and governance criteria, we consult with external ESG research agencies. To ensure a holistic approach to environmental aspects, an additional comprehensive analysis by our own experts is essential.

— Swiss Equities

The Swiss Equities team provides an extensive offering for clients seeking sustainable investment solutions with a focus on Switzerland. The team has been addressing the topic of sustainable investing for more than 15 years and now offers a broad range of strategies. When determining exclusion criteria and "best-in-class" approaches, analysts and portfolio managers work primarily with external sustainability rating agencies such as Inrate or Ethos. In the integrated approach, ESG criteria are an important component of the investment process. The analysts assess the company from both a financial and a sustainability perspective. Analysts define minimum standard frameworks for all the portfolio investments – similar to the mtX approach – with ESG criteria being assigned different weightings depending on the sector. The team has one of

the largest volumes of actively managed Swiss equities in the sustainable investing space.

— Sustainable Fixed Income strategies

Being invested in bonds issued by countries as well as companies, we follow a range of sustainability assessment methods taking into account the characteristics of different fixed income market segments and client requirements. Typically, we exclude issuers whose activities are highly controversial. For example, companies should not generate more than 10% of their turnover from controversial products and services. Criteria such as human rights violations (according to Freedom House) or threats to freedom and security (according to the Global Peace Index) are taken into account in the selection of countries. We can apply further exclusion criteria to direct investment mandates at the request of clients. We consider the ESG analysis an integral part of our credit and country analysis revolving around the identification of material ESG issues. For this, we start with the assessment of recognized ESG research agencies and then take an in-depth look at critical ESG issues using our in-house capabilities and methodologies. For example, all portfolios at our subsidiary TwentyFour are managed on an ESG integration basis, where ESG factors are evaluated alongside traditional credit metrics in order to help maximize risk-adjusted returns over the long term. For their sustainable fund range, further negative and positive screening is applied beyond simply ESG integration. Negative screening excludes sectors such as Tobacco, Alcohol, Controversial Weapons, Gambling, Adult Entertainment and Carbon intensive energy, whilst positive screening means they can only invest in companies that have ESG scores from their own in-house scoring model in the top two-thirds of potential scores. We also offer “best-in-class” approaches based on external sustainability rating agencies such as Inrate, for example.

— Sustainable Balanced strategies (multi-asset)

The consideration of sustainability aspects in investment processes is spreading fast amongst investors for regulatory and importantly, for risk/return reasons. As we consider ESG part of our fiduciary duty, we introduced binding minimum ESG standards for individual securities for all mandates managed by the Global Balanced Solutions team in 2018. In this context, we dismiss certain arms manufacturers, thereby applying the exclusion lists of the Swiss Association for Responsible Investment (SVVK-ASIR) and Vontobel. Moreover, companies must satisfy a minimum standard in their ESG assessment to be considered for our portfolios. This approach rules out particularly risky securities, improves risk management, and allows for more robust portfolios to be put together. We rely on the

experience of our own ESG analysts, which is also acknowledged by external agencies. Our institutional investors can count on minimum ESG standards being explicitly taken into account in their portfolios: of course, the existing and proven best-in-class approach remains a vital pillar of our multi-asset offering for clients who are keen on a stronger sustainability focus. Here, companies in critical sectors must meet requirements that are more stringent. In addition, individual value-based exclusion criteria are applied in customized solutions.

Further information on Vontobel Asset Management can be found at: www.vontobel.com/am.

Investment Banking

Vontobel Investment Banking is one of the leading issuers of structured products in Switzerland and the rest of Europe.

We actively offer various structured products that focus on sustainable themes. At the same time, our clients have the option of structuring individual products based on sustainable underlyings according to their wishes. When defining and implementing environmental, social, and governance (ESG) criteria, we draw on the expertise of the specialists in our Asset Management division as well as consulting ESG ratings and ESG data providers (e.g. Sustainable Analytics). In the case of theme-based (“thematic”), publicly distributed investment products, the specific ESG approach is indicated in the term sheet. These types of thematic investment products that focus on sustainability are distributed via Vontobel’s “derinet” web portal (in addition to other marketing measures). Products with underlyings that meet ESG criteria now appear with the ESG logo in derinet and can easily be displayed using a new filter criterion in the product search function. This allows interested investors to find this type of product more rapidly within Vontobel’s investment universe. Further information is available at: www.derinet.ch/thematicinvestments.

With the recently launched platform *investerest*, Investment Banking enables internal and external investment managers to offer their products to a broad public via a central marketplace. At the same time, this gives investors the opportunity to create customized products and to obtain a valuation and share them using various functions. We are thus making it possible to place sustainable products with a large community, to further develop those products via different interactions, and to take account of user influences and incorporate them in order to enhance the products.

Our product offering includes a product based on the “Solactive Global Sustainability Leaders Performance Index” launched in 2017. In addition to traditional investment criteria such as liquidity, this index incorporates ESG criteria in its analysis. The index includes companies that rank as best-in-class in their industry and excludes firms that engage in controversial business sectors and practices. Further structured products address sustainable themes in a broader sense or are dedicated to megatrends. One example is the “Solactive Demographic Opportunity Performance Index”. The “Solactive Smart Grid Performance Index” also focuses on a sustainable mega trend.

The independent sustainability rating agency Inrate is responsible for the composition of the “Vontobel Climate Protection Index”. It considers companies from five different areas that combat the causes of climate change and it places an emphasis on innovation and efficiency when selecting stocks. An index is compiled using the companies and it is calculated, updated, and published daily.

103-3 Evaluation of the management approach

FS6 Percentage of the portfolio for business lines by specific region, size and by sector

See pages 20, 26–31 and 211–213.

FS8 Products and services designed to deliver a specific environmental benefit

FS11 Percentage of assets subject to positive and negative environmental or social screening

Sustainable investments

	2019	2018
Volume of sustainable investments (CHF mn)	30,672	23,285
Proportion of sustainable investments (in % of AuM)	15.4	13.6

At 31.12.2019, Vontobel had a total of CHF 30,627 mn of assets under management invested according to sustainability criteria, corresponding to an increase by more than 30% versus the previous year. The pleasing increase is attributable to a strong overall performance and high inflows across all sustainable investment solutions. Measured as a proportion of total assets under management, sustainable investments thus increased from 13.6% to 15.4%.

Active Ownership

103-1 Explanation of the material topic and its boundary

Material ESG issues can impact the success of a company and consequently its capacity for future investments and growth. At Vontobel, we believe that voting and engagement can have a positive influence on a company's values and behavior and strengthen its longer-term contribution towards building more sustainable economies and societies and protecting the environment.

103-2 The management approach and its components

Vontobel exercises its voting rights for all investments in the mtX and Global Trends strategies. We have been working with Hermes Equity Ownership Services (Hermes EOS) in this context since 2011. All other funds come under our internal "Management Company Voting Policy", which is in line with the corporate governance recommendations of the European Fund and Asset Management Association.

The guidelines followed by Hermes EOS have been reviewed and approved by Vontobel. Hermes EOS uses the research of its proxy voting provider and adds its own research in order to issue recommendations to its clients on how they should exercise their voting rights. Our portfolio managers and analysts receive alerts of forthcoming shareholder meetings together with voting recommendations that are based on standardized Hermes EOS policies and approved by Vontobel. Portfolio managers and analysts review the voting recommendations and if they agree with them, Vontobel will vote accordingly. If they disagree because the standard recommendation does not match our in-depth knowledge of the company in question and its management, the analyst or portfolio manager can change the vote directly via the online proxy voting platform. This process ensures that we execute all of our voting obligations and that our analyst and portfolio managers retain the authority to personally make decisions in the interests of our investors.

We consider active ownership to be a key part of sustainable investing. At Vontobel, we have both indirect engagements, based on our partnership with Hermes EOS, as well as direct engagements, which are undertaken by our analysts and portfolio managers. The Hermes EOS service covers funds that take account of sustainability criteria (mtX and Global Trends strategies). Our cooperation with Hermes EOS strengthens our position by enabling us to join forces with other investors. This allows us to exercise greater influence than the size of our holdings would otherwise permit.

In addition to the formal engagement process through Hermes EOS, our analysts and portfolio managers engage with the management of companies informally on relevant topics as part of their fundamental research activities. Frequently, ESG topics are not covered in company reports or by our research providers. We therefore carry out informal fact-finding engagements to better understand a company's performance and standards (e.g. its governance policies or environmental performance). This includes assessing the impact of its products and services on the environment – looking in particular at whether they can help to reduce or eliminate carbon emissions.

Through these consultations, we encourage companies to improve their risk management practices and ESG disclosures in general and to also report on the impacts of their products over their entire life cycle. For example, we have contacted all companies included in our Clean Technologies strategy to assess and measure potential avoided emissions. We asked these companies to report on their products and services and how they can improve energy efficiency and reduce emissions over their entire life cycle.

The engagement activities of our mtX team, for example, included the dialogue with a Russian consumer staples company over the past years. When the company was first considered for investment, it did not fulfil our minimum ESG standards. While gathering information about the company, our analysts were able to make specific suggestions for improvement, including improved transparency regarding ESG issues. We were pleased to see that the company has since improved its ESG disclosures in its annual report.

103-3 Evaluation of the management approach

FS10 Portfolio-based engagement on social or environmental issues

Each year, Vontobel publishes a Voting and Engagement Report (www.vontobel.com/voting). The report for 2019 will be published in mid-2020. In 2018, we voted on a total of 5,817 resolutions at 463 general meetings worldwide for the abovementioned strategies. At 279 of the meetings (60%), we rejected one or more motions. With certain exceptions, we voted with the management at four meetings, and at 180 general meetings (39%) we supported all the motions put forward by management.

In 2018, Hermes EOS, engaged in a critical dialogue with 38 companies on a total of 134 issues on our behalf, of which 19% related to environmental, 26% to social and 25% to strategy and risk matters. Corporate governance was once again the main topic discussed in 2018, accounting for 30% of all issues.

Further information on Sustainable Investing can be found at: www.vontobel.com/sustainable-investing.

Economic Sustainability

Economic Performance and Indirect Economic Impacts

103-1 Explanation of the material topic and its boundary

We assume our corporate responsibility by considering the needs of our clients and pursuing a risk-conscious approach while running our business successfully on a long-term basis. By doing so while complying with ethical business standards, we can make a contribution to the economy.

At Vontobel, we have a long tradition of social responsibility and of supporting the community. Our company is an integral part of the global economic system and we benefit from the excellent operating environment in our Swiss home market, with its high standards of education, good infrastructure, and political stability. We therefore have a responsibility to promote the welfare and stability of the communities in which we work, and we invest in a variety of initiatives and projects in this context.

103-2 The management approach and its components

As an employer and taxpayer and as an active participant in economic life – e.g. in our role as a purchaser and investor – we contribute to the creation of value at a regional level in the locations in which we operate. This includes the corporate taxes that we pay annually, as well as the payment of salaries and the provision of innovative and sustainable financial services for private and institutional clients. We also make a contribution through the efficient use of energy and resources, by serving communities, and by engaging in an active dialogue with the general public about the role of financial services providers.

Since 2004, our clients have been able to lend their support to a variety of projects focusing on social issues, culture, ecology, education or medicine through the Vontobel Charitable Foundation.

103-3 Evaluation of the management approach

201-1 Direct economic value generated and distributed

Value creation increased by 12% compared to the previous year, while tax payments decreased by around 8%. The Board of Directors' confidence in Vontobel's strategy and its active capital management are demonstrated by the proposed dividend of CHF 2.25 per share, corresponding to an increase of 7% versus the previous year. Further information on the operating result is provided on page 120.

Economic value distributed

CHF MN	2019	2018
Value creation ¹	945.5	842.3
Taxes ²	46.6	50.5
Dividend for the fiscal year ³	126.5	117.7

1 Income less general expense and depreciation of property, equipment (incl. software) and intangible assets

2 Includes income tax, tax on capital and other taxes and contributions

3 As per proposal submitted to the General Meeting

201-3 Defined benefit plan obligations and other retirement plans

Information on pension and other employee benefit plans and benefit pension liabilities is provided in the tables on pages 156 and 174.

203-1 Infrastructure investments and services supported

In 2019, the Vontobel Charitable Foundation contributed around CHF 580,000 of donations and sponsorship funding (2018: CHF 585,000). In the year under review, the Charitable Foundation supported initiatives including the project "Protection of species, biodiversity and habitat at the Kulturhof Hinter Musegg" run by the "Stiftung Kultur- und Lebensraum Musegg" in Lucerne. Further information: www.museggmauer.ch/stiftung-lebensraum-musegg.

In addition, Vontobel donated a total of CHF 276,091 in the year under review (2018: CHF 302,714). Of this sum, almost CHF 160,000 was donated to the Swiss Climate Foundation, of which Vontobel has been a founding member since 2008, and CHF 95,900 was given to the International Committee of the Red Cross (ICRC). Our 2019 fundraising campaign supported the ICRC project "ALMANACH". Further information is available at: www.klimastiftung.ch and www.vontobel.com/almanach.

Anti-corruption

103-1 Explanation of the material topic and its boundary

We operate our business with a focus on maintaining the satisfaction and trust of our clients, as well as on protecting and building the wealth they have entrusted to us. These goals are to always be pursued in accordance with applicable laws, rules and regulations – especially when taking steps to combat terrorism and corruption.

103-2 The management approach and its components

Anti-corruption measures are an important part of our compliance system. Effective compliance forms the basis of our long-term success and is therefore a core aspect of our business. Vontobel takes comprehensive, state-of-the-art measures to ensure continuous compliance with laws and regulatory requirements. As part of our Group-wide risk analysis, teams of specialists regularly assess all our areas of business using appropriate compliance processes to ensure they are legally compliant.

One of the main areas of focus of our risk analysis is the identification of risks arising from money laundering or terrorist financing. The aim is to avoid business relationships that are used for money laundering or terrorist financing. In addition, we have a special process in place to monitor our relationships with politically exposed persons (PEPs). Material cases are discussed by participants at the monthly Legal & Compliance meeting, which is also attended by two members of the Executive Board. In urgent cases, the Committee meets on an ad hoc basis or reaches decisions via circular letter. Legal and Compliance produce half-yearly compliance reports for the Executive Board.

A key area of focus in adhering to our compliance requirements is the provision of employee training on relevant topics in the area of anti-corruption. All new employees have to attend an introductory compliance course that also addresses the subject of corruption. In addition, classroom training is carried out each year on specific topics within the business divisions. At departmental level, further training courses are offered to also address the handling of specific risks. Our objective is to provide training for all employees on an annual basis. These measures prevent breaches of internal and external rules and regulations. New employees are also issued with the Employee Handbook, which contains specific regulations and instructions, as well as the Code of Conduct. The most recent version of the Employee Handbook is available on the Intranet. All employees can access current and comprehensive policies at any time. They include the "Group policy on anti-corruption and the handling of gifts", as well as the "Group policy on conflict of interest".

103-3 Evaluation of the management approach

205-1 Operations assessed for risks related to corruption

Our Group-wide risk management framework also addresses the topic of anti-corruption and covered all of our locations worldwide in the reporting year.

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

In the year under review, 100% of all employees received information about our anti-corruption strategies and measures or received anti-corruption training.

205-3 Confirmed incidents of corruption and actions taken

There were no incidents of corruption involving employees at Vontobel in the year under review.

In the case of suspected breaches of legal or regulatory requirements, internal guidelines or ethical standards, a whistleblowing system is in place to allow employees to report these incidents anonymously. No such reports were made in 2019.

Further information on economic sustainability at Vontobel can be found at: www.vontobel.com/economic-sustainability.

Environmental Sustainability

103-1 Explanation of the material topic and its boundary

Vontobel is committed to using processes that reduce the environmental impacts of our activities and help to protect the climate. For many years, we have engaged in various activities to protect the environment and are particularly committed to climate protection. Our stakeholders also expect this of us. When conducting our operations, we therefore strive to use materials as sparingly as possible and place an emphasis on energy efficiency and the reduction of greenhouse gas emissions. As a result of the more efficient use of resources, we are often able to generate an additional economic benefit in different areas.

103-2 The management approach and its components

Based on Vontobel's Sustainability Principles, the Vontobel Sustainability Committee defines the Sustainability Strategy and specific targets. This includes environmental and climate protection at Vontobel. The Committee, which is chaired by the CEO, meets on a quarterly basis. Its meetings are attended by representatives of Human Resources, Operations, Finance & Risk, Marketing & Communication, Corporate Responsibility, and Sustainability Management, as well as representatives of the business divisions.

The business divisions and units have responsibility for the operational implementation of measures in the areas of environmental and climate protection. In particular, the Facility Management, Procurement, and Logistics units have an important role to play in this area.

Our Corporate Real Estate Strategy is linked to our Sustainability Strategy. When selecting and renovating office buildings, we systematically focus on environmentally friendly and energy-efficient measures to achieve energy savings. High energy standards and the good insulation of building envelopes are part of this approach. The use of energy-saving LED lighting is a standard feature of all our new and renovated office buildings. Wherever possible, we also install LED lighting in existing buildings in view of the massive reductions in electricity and maintenance costs that can be achieved. This form of lighting results in less waste that requires special disposal. Vontobel has been purchasing electricity from renewable sources for all of our locations globally since 2013 – either directly or otherwise indirectly through regional Guarantees of Origin. The indirect purchase of renewable energy in the form of regional Guarantees of Origin is the approach taken if it is not possible to directly purchase electricity from renewable sources. This is the case if, for example, Vontobel leases its offices in one location and cannot influence the electricity mix used in those premises. When purchasing Guarantees of Origin, we comply with the requirements of the CDP (formerly the Carbon Disclosure Project). It calls

for the expansion of global capacity for the production of electricity from renewable sources.

Vontobel strives to conduct its own operations according to high environmental and social standards and we also expect our business partners to help protect the environment and to offer good employment conditions. These aspects are incorporated into our tendering process and serve as a guide when selecting suppliers. The relevant details are set out in Vontobel's "Guidelines for sustainable procurement". They address matters such as employment conditions, child labor and forced labor, environmental protection, and the prevention of corruption. These guidelines are available at www.vontobel.com/principles-policies and form part of Vontobel's general purchasing guidelines.

Vontobel purchases a large quantity of products and services from external providers, including facility management services, IT infrastructure, and the design and production of printed materials, as well as catering and cleaning services. Wherever possible, we work with local suppliers to ensure that goods are transported over short distances. We are committed to building fair, long-term partnerships with our suppliers. We purchase fruit for our employees from a Swiss family-owned company, for example, and all of our print orders in Switzerland are awarded to Swiss printing companies. A major proportion of the advertising and Christmas gifts used throughout the company are also purchased from Swiss providers. In the reporting year, we continued the "One Two We" program introduced in our employee restaurant in 2013 and the related "One Climate Menu" launched in connection with the program. The aim is to offer more meals that mainly use seasonal produce and include fewer products that are transported by air and less meat, while making increased use of different types of cereals as an alternative to rice – thus reducing the carbon footprint in the food chain.

Vontobel has been carbon-neutral since January 1, 2009 (Scope 1, 2 and 3). We offset the greenhouse gas emissions we produce each year by purchasing CO₂ emissions certificates to support projects that save the same volume of emissions. The Vontobel Sustainability Committee once again selected a climate neutrality project with a focus on rainforest conservation in 2019. Detailed information about the project is available at: www.vontobel.com/environmental-sustainability. As a founding member of the Swiss Climate Foundation, we donate a significant proportion of our refunded CO₂ levy to the Foundation, which then uses these funds to finance projects to improve the energy efficiency of small- and medium-sized companies. The projects supported by the Climate Foundation in 2019

included a project that uses artificial intelligence to increase the efficiency of sewerage systems, as well as an initiative focusing in the upcycling of e-bike batteries. Further information is available at: www.vontobel.com/responsibility-news and www.klimastiftung.ch.

Each year, we gather comprehensive environmental data in order to measure our progress. Due to Vontobel's strong growth, we refined various data collection processes during the year under review, and were able to measure data from the previous year even more precisely. We have therefore adjusted the figures for 2018 in the "Energy" and "Emissions" overviews.

Materials

103-3 Evaluation of the management approach

301-1 Materials used by weight or volume

301-2 Recycled input materials used

	2019 ¹	2018 ^{1,3}	2017 ^{1,2}
Materials (absolute)			
Water (drinking water, m ³)	24,006	16,137	22,902
Food (t)	103	96	91
Paper (t)	99	127	101
Proportion of recycled paper used	93%	88%	58%
Materials (per full-time position)			
Water (drinking water, l/FTE)	11,826	8,906	13,714
Food (kg/FTE)	51	53	55
Paper (kg/FTE)	49	70	61

¹ Figures are based on the period from October 1 in the previous year to September 30

² Figures are based on a broader scope and adapted emissions factors

³ Excluding Notenstein La Roche

Following extensive renovation work in one of our major office buildings in Zurich, we resumed operations in that building in April 2019. In addition, our buildings portfolio has expanded significantly following the integration of Notenstein La Roche at the end of 2018. These factors led to an increase in water consumption. It also became apparent that it is not always possible to clearly determine the amount of water supplied for each year of operations. We receive invoices at different times, depending on the water supplier.

While the total consumption of foodstuffs also rose because our canteen catered for more employees at certain times during the year, a slight reduction was achieved in the consumption of foodstuffs per full-time equivalent (FTE).

Following an increase in paper consumption in the previous year as a result of the integration of Notenstein La Roche, a significant decrease in paper consumption was recorded both on an absolute basis and per employee in the year under review. We further increased the proportion of recycled paper to 93%.

The renovation of our office building at Genferstrasse 27 in Zurich was completed in 2019. We were able to implement various environmentally relevant measures in cooperation with the building owner. For example, the building façade, which consists of cast plates, was completely dismantled, reformed, and then reused for the same building, with only small sections being designated as waste.

Energy

103-3 Evaluation of the management approach

302-1: Energy consumption within the organization

302-3: Energy intensity

302-4: Reduction of energy consumption

	2019 ¹	2018 ^{1,3}	2017 ^{1,2}
Energy (absolute)			
Heat consumption (MWh)	3,570	2,298	3,478
Renewable energy consumption (MWh)	107	124	-
Electricity consumption (MWh)	6,863	6,183	7,009
District heating/cooling usage (MWh)	804	309	-
Total energy consumption (MWh)	11,343	8,914	10,487
Business travel (1,000 km)	18,387	20,103	17,952
of which business flights (1,000 km)	16,955	18,720	17,227
Commuting (1,000 km)	24,420	20,752	17,458
Energy (per full-time position)			
Total energy consumption (kWh/FTE)	5,588	4,919	6,279
Business travel (km/FTE)	9,058	11,093	10,750
of which business flights (km/FTE)	8,352	10,330	10,316
Commuting (km/FTE)	12,030	11,453	10,454

¹ Figures are based on the period from October 1 in the previous year to September 30

² Figures are based on a broader scope and adapted emissions factors

³ Excluding Notenstein La Roche

Total energy consumption in 2019 clearly increased compared to the previous year. This reflects the fact that one larger property in Zurich was used again following the completion of renovation work in April 2019. Due to the high temperatures in summer 2019, the use of air conditioning was relatively high.

Following a significant increase in business travel in the previous year, a reduction was recorded in 2019 due primarily to a decrease in business flights.

We are installing video-conferencing technology as a standard feature in all our meeting rooms globally. These investments are being made specifically to allow our employees to hold meetings around the globe at any time.

Emissions

103-3 Evaluation of the management approach

305-1 Direct (Scope 1) GHG emissions

305-2 Energy indirect (Scope 2) GHG emissions

305-3 Other indirect (Scope 3) GHG emissions

305-4 GHG emissions intensity

305-5 Reduction of GHG emissions

While we achieved a reduction in relative CO₂ emissions compared to the previous year, there was a slight increase in absolute CO₂ emissions. The decrease in absolute and relative emissions resulting from commuting reflects an increase in the number of employees in Switzerland, where our new locations have good public transport connections.

It is essential to have a solid set of data in order to develop and implement environmental and climate protection measures in a targeted and effective manner. In the year under review, we achieved further improvements in data quality for various environmental key figures at our international locations.

Further information on environmental sustainability at Vontobel can be found at: www.vontobel.com/environmental-sustainability.

	2019 ¹	2018 ^{1,3}	2017 ^{1,2}
Emissions (absolute)			
Total greenhouse gas emissions (t CO ₂ e)	7,953	7,915	7,720
Greenhouse gas emissions scope 1 (t CO ₂ e)	939	543	856
Greenhouse gas emissions scope 2 (t CO ₂ e)	293	112	1
Greenhouse gas emissions scope 3 (t CO ₂ e)	6,720	7,260	6,863
of which business flights (t CO ₂ e)	5,637	6,249	5,826
of which commuting (t CO ₂ e)	408	418	448
Emissions (per full-time position)			
Total greenhouse gas emissions (kg CO ₂ e/FTE)	3,918	4,367	4,623
of which business flights (kg CO ₂ e/FTE)	2,777	3,448	3,489
of which commuting (kg CO ₂ e/FTE)	201	231	268

¹ Figures are based on the period from October 1 in the previous year to September 30

² Figures are based on a broader scope and adapted emissions factors

³ Excluding Notenstein La Roche

Social Sustainability

We define social sustainability as our responsibility as an employer and our comprehensive commitment to serving communities. Further information about our support for the International Committee of the Red Cross (ICRC) and other social commitments is available here: www.vontobel.com/serving-communities.

Employment

103-1 Explanation of the material topic and its boundary

The skills and expertise of our employees are vital to Vontobel's long-term success. We are aware of the competition that exists for skilled employees: as an internationally active Swiss wealth and asset manager and product specialist, Vontobel has to compete with major players and increasingly also with small new players that have entered the arena, both in our Swiss home market and internationally. We therefore want to offer our employees attractive employment conditions.

103-2 The management approach and its components

Corporate Human Resources, which reports to the Executive Board, is responsible for positioning Vontobel as an attractive employer. Corporate Human Resources defines our Human Resources Principles, which are also set out in the Vontobel Employee Handbook and determine the objectives of our human resources and leadership processes and the measures taken to achieve them.

The Employee Handbook is available on the Intranet for all members of staff and contains comprehensive information about employment conditions, social benefits, training, compliance, and security guidelines. It is supplemented by internal policies that can always be accessed by employees via the Intranet.

Our measures to support employees include an extensive range of services:

- Holiday entitlement that exceeds the statutory requirement. Since 2016, employees in Switzerland have had the option of purchasing a maximum of 10 individual days of holiday in addition to their normal holiday entitlement. Members of Senior Management can take a sabbatical after a specific number of years of service.
- Employees can join collective agreements offered by health insurers at reduced rates together with their spouse or registered partner and their children.
- We offer an attractive share participation plan as well as mortgage products at preferential rates.
- In the case of both maternity and paternity leave, the benefits that Vontobel grants to working parents go

beyond the statutory minimum. Female employees who have been with the company for up to six years are entitled to four months of maternity leave on full pay. After completing six years of service, they benefit from six months of maternity leave on full pay. Vontobel grants new fathers five days of paternity leave.

- For a number of years, we have been a member of kcc group (globegarden), an organization that offers families complete childcare solutions.
- In Zurich, we offer lunches to employees free of charge in our staff restaurant.
- Wherever possible from an operational perspective, Vontobel endeavors to meet requests for part-time working arrangements from employees, including members of middle management.

Part-time employees receive the same benefits as full-time employees. Different benefits apply in the case of temporary employees or staff who are available on an "on call" basis.

Annual reports are submitted to the Executive Board for the purpose of reviewing the targets and measures implemented in this area. They also serve as a control instrument.

In addition to the regular Employee Surveys conducted in previous years, we carried out a Manager Survey (referred to as "upward feedback") for the first time in 2019. The results of this survey provide helpful input about the areas where managers have scope for further development. To support the recruitment of talents and to strengthen our Employer Branding, Vontobel has created a Talent Acquisition team.

103-3 Evaluation of the management approach

401-1 New employee hires and employee turnover

Compared to the previous year, the number of employees increased (see also 102-8 Information on employees and other workers, page 108).

Employee turnover¹

	2019	2018
Turnover rate (in %)	14.2	11.4

Employee departures by age category: up to 20: 3; 21–30: 42; 31–40: 87; 41–50: 82; 51–60: 42; 61–64: 11; from 65: 7

Hires by age category: up to 20: 0; 21–30: 70; 31–40: 94; 41–50: 57; 51–60: 17; 61–64: 0; from 65: 2

¹ 2018: excluding Notenstein La Roche

In 2019, the employee turnover rate increased from 11.4% to 14.2% (see table). A total of 91 female employees and

183 male employees left Vontobel during the year. Meanwhile, a total of 240 new employees were hired during the year under review (80 women and 160 men).

401-2 Benefits provided to employees

Almost 10% (2018: 8%) of employees have made use of the option of purchasing individual days of holiday in addition to their normal holiday entitlement.

Training and Education

103-1 Explanation of the material topic and its boundary

Employees have high expectations regarding the provision of training and development opportunities within their company. Lifelong learning is growing increasingly important. To remain attractive as an employer, we are committed to promoting training and development.

103-2 The management approach and its components

Training and development are essential in order to keep pace with the competition. We recognize our responsibility as an employer and therefore offer a comprehensive range of training and development courses.

The completion of various e-learning and classroom training modules is a mandatory requirement for new employees. The “First Working Day” induction events, at which new employees are informed about key topics, always attract a very positive response. At “Welcome Day” events, which are held several times a year, new employees can meet members of senior management, learn about the various services available to them within the company and obtain extensive information about Vontobel’s strategy, objectives and culture. Welcome Day is mandatory for all employees in Switzerland and for all employees from the rank of Director in international locations. The Intranet also features “getting started” pages to facilitate the employee onboarding process at an international level. This includes a video welcome message from the CEO and useful information and tips to help employees settle into their new roles at Vontobel.

We consider it important for employees to take responsibility for their own professional development. As part of the annual definition of performance objectives as well as their evaluation, all employees are given the opportunity to draw up a personal development plan. A Web-based platform – myPerformance Development – is used for the assurance and evaluation of performance. The platform also includes a development plan that employees define in consultation with their line manager. This forms the basis for personal career planning.

Vontobel supports employees who want to complete external training courses, where appropriate. These courses mainly involve business-specific qualifications such as the Master in Banking and Finance, Bachelor or Master in Business Administration, CFA or CIAA.

We regularly run leadership courses in which members of the Executive Board play an active role as part of our executive dialogue. In this way, we ensure that managers can discuss leadership topics with Vontobel’s senior management.

To review the quality of the courses and programs that are completed, we provide participants with a questionnaire on aspects such as content, design and applicability, and we evaluate their responses. In addition to qualitative reporting, we generate quantitative reports. This enables us to produce a comparison with training and development activities in previous years and also in comparison with the industry benchmark.

103-3 Evaluation of the management approach

404-1 Average hours of training per year per employee

Training¹

	2019	2018
Training costs (1,000 CHF)	1,773	1,654
Training costs (CHF/FTE)	895	829
Number of apprenticeships (incl. trainees)	33	32

¹ 2018: excluding Notenstein La Roche

In 2019, overall training costs as well as training costs per employee rose compared to the previous year. The number of apprenticeships increased slightly from 32 in 2018 to 33.

404-2 Programs for upgrading employee skills and transition assistance programs

In 2019, the Vontobel Academy again offered a large number of internal and external courses on specialist, personal development, and management topics. The Vontobel Ambassador e-learning program is mandatory for all employees. Its aim is to inform all employees about our most important products and services. Vontobel has entered into a cooperation agreement with the Association for International Wealth Management (AIWM). As a result, the Vontobel Curriculum for Relationship Managers is now recognized internationally and opens the way for employees to complete further training at AZEK (Swiss Training Centre for Investment Professionals).

404-3 Percentage of employees receiving regular performance and career development reviews

At the end of 2019, 91 % of employees had begun or completed their annual performance review process.

Diversity, Equal Opportunity and Non-Discrimination

103-1 Explanation of the material topic and its boundary

The creation of a pleasant working environment that is free from discrimination and promotes diversity and equal opportunity represents a further component of our commitment to our employees.

103-2 The management approach and its components

To prevent discrimination in the workplace, the principle of non-discrimination is enshrined in our Employee Handbook. Both the Employee Handbook and the Vontobel Code of Conduct form an integral part of the employment contract.

Vontobel wants to strengthen employee awareness of the topic of Diversity & Inclusion. We have therefore defined three main areas that we will focus on going forward: “Gender”, “Nationality” and “Demography”. We have formulated appropriate and realistic goals – referred to as our “Aspirations 2020” – for each area. We provide comprehensive information about our various activities on the Intranet on an ongoing basis. Since 2019, volunteers from all areas of the business have been actively working on the further development of this topic in close consultation with the Executive Board and the Board of Directors.

In the “Gender” focus area, we are striving to continuously increase the number of women at senior management level or with leadership responsibilities. In addition to its cooperation with the women’s network “Fondsfrauen”, Vontobel became a member of “Advance” in 2019. In the “Nationality” focus area, we want to ensure that the composition of our workforce reflects our target markets while, at the same time, preserving our “Swissness” that is val-

ued by our clients. Finally, in the “Demography” focus area, we aim to achieve a balanced age mix. Long-term succession planning that addresses the needs of the business divisions is an essential part of Vontobel’s long-term human resources planning. This is another area in which we take our Diversity & Inclusion focus areas into account. The age structure shows that most employees are aged between 30 and 50. Targeted measures are needed to align the potential of this age group with the divisions’ staffing needs.

We actively address the topic of Diversity & Inclusion with Vontobel’s management in order to bring about changes and achieve our goals in this area. Consequently, Diversity & Inclusion is one of the subjects discussed in our leadership seminars.

103-3 Evaluation of the management approach

405-1 Diversity of governance bodies and employees

There was little change in the proportion of employees who worked on a part-time basis compared to 2018: The proportion of female employees working part-time remained stable at 33%, while the proportion of male employees in part-time positions increased slightly to 9% (2018: 8%).

HSG Diversity Benchmarking has confirmed that Vontobel demonstrates an above-average commitment to the promotion of women. In the area of recruitment, Vontobel’s performance is rated as average in an industry comparison. The newly created Talent Acquisition team is therefore placing a targeted focus on ensuring a healthy mix of female and male candidates in the area of recruitment. For these as well as further indicators see the tables on page 106.

406-1 Incidents of discrimination and corrective actions taken

No cases of discrimination were reported in 2019.

Breakdown of full-time and part-time positions by gender as of 31.12.2019

	NUMBER OF WOMEN	PROPORTION OF WOMEN	NUMBER OF MEN	PROPORTION OF MEN	TOTAL NUMBER	TOTAL PROPORTION
less than 20%	0	0%	0	0%	0	0%
20–49%	20	3%	2	0%	22	1%
50–79%	78	12%	21	1%	99	5%
80–99%	115	18%	93	7%	208	10%
100%	427	67%	1,293	92%	1,720	84%
Total	640	100%	1,409	100%	2,049	100%

Number of employees by domicile

	NUMBER OF WOMEN	NUMBER OF MEN	31.12.2019 TOTAL	NUMBER OF WOMEN	NUMBER OF MEN	31.12.2018 TOTAL
Switzerland	520	1,179	1,699	521	1,216	1,737
Germany	36	67	103	43	67	110
USA	30	54	84	28	51	79
United Kingdom	23	51	74	22	44	66
Hong Kong	12	17	29	12	13	25
Italy	9	13	22	9	10	19
Luxembourg	6	11	17	8	9	17
Singapore	1	7	8	3	5	8
U.A.E	2	5	7	2	10	12
Spain	1	3	4	1	3	4
Australia	0	2	2	0	2	2
Total	640	1,409	2,049	649	1,430	2,079

Number of employees by nationality

	31.12.2019		31.12.2018	
	NUMBER	IN %	NUMBER	IN %
Switzerland	1,379	67	1,402	67
Germany	226	11	248	12
United Kingdom	79	4	74	4
Italy	78	4	75	4
USA	73	4	68	3
France	38	2	39	2
China	16	1	19	1
Poland	12	1	9	0
Austria	11	1	14	1
Spain	11	1	16	1
Other	126	6	115	6
Total	2,049	100	2,079	100

Age structure

	31.12.2019		31.12.2018	
	NUMBER	IN %	NUMBER	IN %
Up to 20 years old	7	0	13	1
21 to 30 years old	268	13	267	13
31 to 40 years old	589	29	603	29
41 to 50 years old	678	33	705	34
51 to 60 years old	450	22	445	21
More than 60 years old	57	3	46	2
Total	2,049	100	2,079	100
Average age (in years)	43		43 ¹	

¹ Excluding Notenstein La Roche

Age structure of the Board of Directors

	31.12.2019		31.12.2018	
	NUMBER	IN %	NUMBER	IN %
31 to 40 years old	1	11	1	11
41 to 50 years old	3	33	4	44
51 to 60 years old	3	33	2	22
More than 60 years old	2	23	2	23
Total	9	100	9	100

Years of service

	31.12.2019		31.12.2018	
	NUMBER	IN %	NUMBER	IN %
< 1 year	229	11	266	12
1 up to < 5 years	756	37	739	36
5 up to < 10 years	517	25	521	25
10 up to < 20 years	423	21	435	21
20 up to < 30 years	84	4	80	4
from 30 years	40	2	38	2
Total	2,049	100	2,079	100

Breakdown of rank structure by gender as of 31.12.2019

	NUMBER OF WOMEN	PROPOR- TION OF WOMEN	NUMBER OF MEN	PROPOR- TION OF MEN
Employee	129	47%	143	53%
Middle manage- ment	320	46%	383	54%
Senior manage- ment	191	18%	876	82%
Executive Board	0	0%	6	100%
Total	640	31%	1,408	69%
Board of Directors	3	33%	6	67%

Marketing and Labeling, Product Compliance

103-1 Explanation of the material topic and its boundary

Offering each of our clients the right solution or best possible service is the primary goal of our three business divisions – Wealth Management, Asset Management, and Investment Banking. Regulatory requirements apply in particular to producers and distributors of products and services for retail and private clients. Depending on the jurisdiction and the product or service involved, these duties include the preparation and provision of Key Information Documents describing the characteristics and functions of the products or services and the associated risks and opportunities and should ensure the comparability of products and services.

103-2 The management approach and its components

To continue developing our business, each of our three business divisions carries out product development, client communications and marketing activities. The applicable legal regulations, such as the Swiss Law on Collective Investments or the Markets in Financial Instruments Directive (MiFID II) guide us in this area. We are an active member of various industry associations and help to shape rules in the area of self-regulation that are designed to increase the comparability of products and services and provide greater transparency for investors, as well as complying with the corresponding provisions. In addition, we follow the Principles for Responsible Investment (PRI).

103-3 Evaluation of the management approach

417-1 Requirements for product and service information and labeling

Our products and services meet the applicable legal and regulatory requirements with regard to labeling and transparency. In the reporting year, there were no cases of misconduct or financial penalties for non-compliance with regulations governing the applicable requirements.

Customer Privacy

103-1 Explanation of the material topic and its boundary

The trust that clients place in us forms the basis for our successful long-term collaboration and is an important asset that is highly valued at Vontobel. We therefore assign considerable importance to protecting client data and complying with all legal requirements in this context.

103-2 The management approach and its components

The parameters for compliance with legal requirements relating to the protection of client data (e.g. banking confidentiality and data protection law) are defined and monitored by cross-divisional departments such as Legal, Compliance & Tax, and IT Security. Information about data protection in our different locations can be found on our webpage about the EU General Data Protection Regulation (GDPR) at: www.vontobel.com/gdpr. Further information on IT security can be found here: www.vontobel.com/it-security.

103-3 Evaluation of the management approach

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data

In the reporting year, no authorities issued sanctions against Vontobel for breaches of privacy or losses of client data.

Further information on social sustainability at Vontobel can be found at: www.vontobel.com/social-sustainability.

General Disclosures

Organizational profile

102-1 Name of the organization

Vontobel Holding AG

102-2 Activities, brands, products, and services

Information on our activities, brands, products, and services is provided in the following sections of our Annual Report: “Our brand”, pages 10–11; “Wealth Management”, page 26; “Asset Management”, page 28, “Investment Banking”, page 30.

102-3 Location of headquarters

Vontobel Holding AG, Gotthardstrasse 43, CH-8022 Zurich, telephone +41 58 283 59 00, www.vontobel.com.

102-4 Location of operations

A current overview of all our locations can be found on the Internet at: www.vontobel.com/locations

102-5 Ownership and legal form

Further information about the nature of our ownership and our legal form are provided in the section “Major shareholders and groups of shareholders with pooled voting rights”, page 37.

102-6 Markets served

Information on markets served is provided in “Wealth Management”, page 26; “Asset Management”, page 28, “Investment Banking”, page 30.

102-7 Scale of the organization

As of 31.12.2019, Vontobel had a total of 2,049 employees.

Further key figures concerning the scale of the organization are provided on pages 8 and 9.

102-8 Information on employees and other workers

Of the total of 2,049 employees at Vontobel as of 31.12.2019, 1,720 held full-time positions (see table on page 105).

In addition to employees with permanent contracts, a total of 366 temporary employees worked for Vontobel at the end of 2019. These individuals either have fixed-term contracts or are available on an “on call” basis to assist the company when needed.

For further key figures concerning our employees see the section on “Diversity, Equal Opportunity and Non-Discrimination” (page 105).

102-9 Supply chain

Vontobel purchases a large quantity of products and services from external providers, including facility management services, IT infrastructure, and the design and production of printed materials, as well as catering and cleaning services. Wherever possible, we work with local suppliers. For example, we purchase fruit for our employees from a Swiss family-owned company. All of our print orders in Switzerland are awarded to Swiss printing companies. A major proportion of the advertising and Christmas gifts used throughout the company are also purchased from Swiss providers. At the end of 2019, we had a total of around 1,600 suppliers, of which 80% were based in Switzerland.

102-10 Significant changes to the organization and its supply chain

Information on the development of the business is provided in the “Business Review”, page 12, and in “Changes in the scope of consolidation” page 215. There were no significant changes to the supply chain.

102-11 Precautionary Principle or approach / Sustainability approach

A systematic client focus, a long-term growth strategy, and a solid capital and risk policy are core elements of economic sustainability at Vontobel. Information and explanations on this topic can be found in the relevant chapters of Vontobel’s Annual Report.

Our growth strategy includes a focus on our competencies and on our offering in the area of sustainable investing. In terms of environmental sustainability, we take targeted measures when conducting our operations to achieve a significant reduction in CO₂ emissions and other factors that are harmful to the environment. Based on our strong commitment to supporting communities, we invest in initiatives and projects to promote social sustainability. A dedicated team addresses these topics. In 2019, we have started a scenario analysis using scientifically based criteria to determine climate change-related opportunities and risks to our business model.

102-12 External initiatives

Vontobel has been a signatory to the PRI, a UN initiative to promote sustainable investing, since 2010. The Principles were launched by the then UN Secretary General in 2006 and take account of the growing relevance of environmental, social, and governance (ESG) themes in investment practice. In June 2019, Vontobel hosted the “PRI Reporting Consultation Workshop” at its head office in Zurich.

In 2017, our company joined the global network of the “United Nations Global Compact” as well as the “Global Compact Network Switzerland”. We have thus pledged to align our operations and strategies with ten universal principles in the areas of human rights, labor, environment, and anti-corruption. Within our sphere of influence as a company, we thus help to promote key sustainability principles around the globe.

102-13 Membership of associations

Vontobel is a member of various organizations and a co-signatory of a number of investor initiatives. In this way, we promote sustainable development in an environmental and social context.

A current overview of all initiatives and memberships can be found on the Internet at: www.vontobel.com/ratings-memberships.

Strategy

102-14 Statement from senior decision-maker

See the foreword of the Sustainability Report, page 90.

102-15 Key impacts, risks, and opportunities

See the foreword of the Sustainability Report, page 90.

Ethics and integrity

102-16 Values, principles, standards, and norms of behavior

As a financial services provider, Vontobel is closely connected with the economy and society in all the locations in which we operate. Consequently, the nature and design of our products and services and the way we conduct our business operations have an impact on sustainable development in this integrated world. We believe that promoting sustainable development in our markets is both an economic necessity and an ethical duty.

Two key documents form the basis of Vontobel’s sustainability commitments:

- The Code of Conduct defines basic principles that employees must observe to ensure that we perform our business activities in a fair and forward-looking manner.
- The Sustainability Guidelines define the areas in which we take action to implement our sustainability strategy.

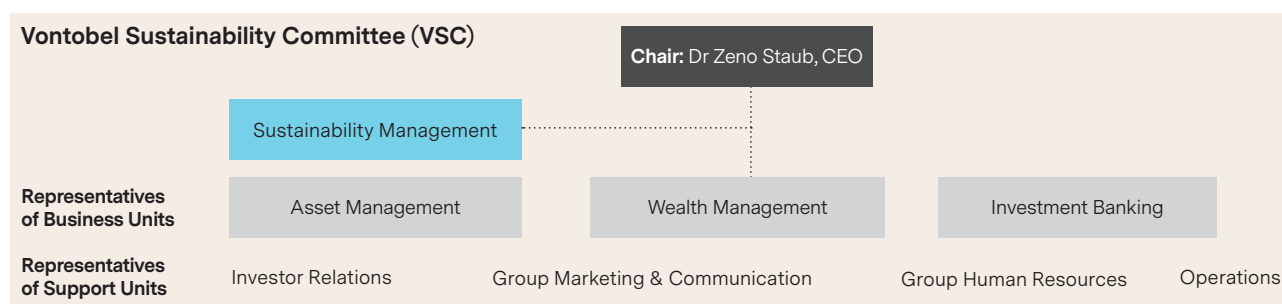
These as well as further principles and guidelines are available at: www.vontobel.com/principles-and-policies.

Governance

102-18 Governance structure

We permanently strive for sustainability, since it goes hand in hand with business success and stability. Sustainability and an effective business strategy are closely interconnected. For this reason, Vontobel is committed to the continuous optimization of sustainable business management in all our divisions in the long term.

Vontobel strives to continuously improve its own sustainability performance and has two committees that work towards this goal: the Vontobel Sustainability Committee consists of representatives from all divisions and reports to the CEO. Based on Vontobel’s Sustainability Principles, the Committee defines the Sustainability Strategy and specific targets. In the context of our “Strategy 2020”, the Committee defined strategic objectives and key performance indicators for the area “Corporate Responsibility & Sustainability”. Corporate Sustainability Management coordinates the implementation of the measures that have been decided in conjunction with the relevant specialist units (see chart).



Corporate Sustainability Management



The ESG Investment Government Committee is responsible for the coordination of the different investment strategies regarding environmental, social, and governance (ESG) issues, overarching principles and policies, and generally advances ESG throughout the various investment teams in Vontobel Asset Management. The Committee consists of representatives of all Asset Management boutiques and meets once each month. It reports to the Vontobel Asset Management Executive Committee.

Information on Vontobel's overall governance structure is provided in the "Corporate Governance" section, starting on page 36.

Stakeholder engagement

102-40 List of stakeholder groups

Our sustainability commitments center on our main groups of stakeholders: clients, shareholders, employees, society, and the environment.

102-41 Collective bargaining agreements

In Switzerland, all employees up to and including middle management are covered by the Agreement on Conditions of Employment for Bank Employees (VAB) issued by the Employers Association of Banks in Switzerland (AVG).

102-42: Identifying and selecting stakeholders

For Vontobel, interacting closely with our stakeholders is a central component of our day-to-day business. We focus on our dialogue with all stakeholder groups on whom Vontobel's business activities have a significant influence or who have a substantial impact on the success of the company. At established points of contact, such as Inves-

tor Relations or Corporate Sustainability Management, potential stakeholders are systematically recorded based on the queries we receive.

102-43: Approach to stakeholder engagement

An open dialogue is key in order to gain a better understanding of the needs of our clients, employees, suppliers, and cooperation partners, and to take account of the interests of local communities and non-government organizations (NGOs). We want to engage with our stakeholders by providing clear and comprehensible information on different challenges and opportunities relating to ESG matters. Regular employee and client surveys are key tools in this context, as are targeted discussions with our suppliers.

102-44 Key topics and concerns raised

In 2018, we carried out an employee survey as well as various client surveys. Issues raised by employees included calls for targeted support in the area of career development and the topic of constructive feedback. In 2019 for the first time, we carried out a Manager Survey (referred to as "upward feedback"). The results of this survey provide helpful input about the areas where managers have scope for further development.

The majority of clients indicated that they were very satisfied with Vontobel but we nonetheless want to achieve improvements in this area and to further strengthen client satisfaction and trust in our company. We are making good progress in these efforts: in the financial year 2019, Vontobel once again received numerous awards, demonstrating our clients' satisfaction with our services.

Reporting practice

102-45 Entities included in the consolidated financial statements

Information on the scope of consolidation is provided on pages 214–215.

102-46 Defining report content and topic boundaries

This report is based on the material topics that Vontobel has identified using the process defined under the GRI G4 guidelines to determine material topics and disclosures in various workshops and interviews. During this process, we discussed all the GRI topics and the Financial Sector Supplements that apply specifically to the financial sector and determined their materiality for Vontobel. The material topics have been transferred to the reporting based on the GRI Standards.

As a provider of financial products, we also incorporate sustainability aspects into our products and services and into partnerships and relationships with suppliers. Further information is available in the preceding chapters. Unless stated otherwise, the reporting boundary encompasses Vontobel Holding AG with the subsidiaries listed in the consolidated annual financial statements as well as their locations.

102-47 List of material topics

Material topics for our reporting:

- Economic performance
- Indirect economic impacts
- Materials
- Energy
- Emissions
- Employment
- Training and education
- Diversity and equal opportunity
- Non-discrimination
- Anti-corruption
- Product and service labeling
- Customer privacy
- Product compliance
- Product portfolio
- Active ownership

102-48 Restatements of information

We have not made any restatements or corrections to the previous year's disclosures. It is planned that the list of material topics will be updated in the coming year.

102-49 Changes in reporting

We have not made any changes to our reporting.

102-50 Reporting period

Unless stated otherwise, the reporting period is from January 1 to December 31, 2019. The environmental key figures relate to the period from October 1, 2018, to September 30, 2019.

102-51 Date of most recent report

February 2019

102-52 Reporting cycle

This report has been produced in accordance with the principles set out by the Global Reporting Initiative (GRI) for the tenth time.

102-53 Contact point for questions regarding the report

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102-54: Claims of reporting in accordance with the GRI Standards

This report was produced in accordance with the GRI Standards: 'Core' option.

102-55: GRI Content Index

See GRI Content Index from page 113.

102-56: External assurance

The report has not been externally assured.

GRI Content Index



GRI Standard	Title	Page
GRI 101:	Foundation 2016	
GRI 102:	General Disclosures 2016	108
	Organizational profile	108
102-1	Name of the organization	108
102-2	Activities, brands, products and services	108
102-3	Location of headquarters	108
102-4	Location of operations	108
102-5	Ownership and legal form	108
102-6	Markets served	108
102-7	Scale of the organization	108
102-8	Information on employees and other workers	108
102-9	Supply chain	108
102-10	Significant changes to the organization and its supply chain	108
102-11	Precautionary Principle or approach/ Sustainability approach	108
102-12	External initiatives	108
102-13	Membership of associations	109
	Strategy	109
102-14	Statement from senior decision-maker	109
102-15	Key impacts, risks, and opportunities	109
	Ethics and integrity	109
102-16	Values, principles, standards, and norms of behavior	109
	Governance	109
102-18	Governance structure	109
	Stakeholder engagement	110
102-40	List of stakeholder groups	110
102-41	Collective bargaining agreements	110
102-42	Identifying and selecting stakeholders	110
102-43	Approach to stakeholder engagement	110
102-44	Key topics and concerns raised	110
	Reporting practice	111
102-45	Entities included in the consolidated financial statements	111
102-46	Defining report content and topic boundaries	111
102-47	List of material topics	111
102-48	Restatements of information	111
102-49	Changes in reporting	111
102-50	Reporting period	111
102-51	Date of most recent report	111
102-52	Reporting cycle	111
102-53	Contact point for questions regarding the report	111
102-54	Claims of reporting in accordance with the GRI Standards	111
102-55	GRI Content Index	111
102-56	External assurance	111

For the Materiality Disclosures Service, the GRI Service Team verified whether the GRI Content Index is clearly presented and the references for Disclosures 102-40 to 102-49 correspond to the relevant sections of the Report.

This GRI service was conducted on the German version of this report.

GRI Standard	Title	Page	Reason of omission
	Sustainable Investing	91	
	Product portfolio	91	
GRI 103: 103-1/103-2/103-3	Management approach 2016	91, 95	
FS6	Percentage of the portfolio for business lines by specific region, size and by sector	95	
FS8	Products and services designed to deliver a specific environmental benefit	95	
FS11	Percentage of assets subject to positive and negative environmental or social screening	95	
	Active Ownership	96	
GRI 103: 103-1/103-2/103-3	Management approach 2016	96	
FS10	Portfolio-based engagement on social or environmental issues	96	
	Economic Sustainability	98	
GRI 201:	Economic performance 2016	98	
GRI 103: 103-1/103-2/103-3	Management approach 2016	98	
201-1	Direct economic value generated and distributed	98	
201-3	Defined benefit plan obligations and other retirement plans	98	
GRI 203:	Indirect economic impacts 2016	98	
GRI 103: 103-1/103-2/103-3	Management approach 2016	98	
203-1	Infrastructure investments and services supported	98	
GRI 205:	Anti-corruption 2016	98	
GRI 103: 103-1/103-2/103-3	Management approach 2016	98, 99	
205-1	Operations assessed for risks related to corruption	99	
205-2	Communication and training about anti-corruption policies and procedures	99	
205-3	Confirmed incidents of corruption and actions taken	99	
	Environmental Sustainability	100	
GRI 301:	Materials 2016	101	
GRI 103: 103-1/103-2/103-3	Management approach 2016	100, 101	
301-1	Materials used by weight or volume	101	
301-2	Recycled input materials used	101	
GRI 302:	Energy 2016	101	
GRI 103: 103-1/103-2/103-3	Management approach 2016	100, 101	
302-1	Energy consumption within the organization	101	
302-3	Energy intensity	101	
302-4	Reduction of energy consumption	101	
GRI 305:	Emissions 2016	102	
GRI 103: 103-1/103-2/103-3	Management approach 2016	100, 102	
305-1	Direct (Scope 1) GHG emissions	102	
305-2	Energy indirect (Scope 2) GHG emissions	102	
305-3	Other indirect (Scope 3) GHG emissions	102	
305-4	GHG emissions intensity	102	
305-5	Reduction of GHG emissions	102	

GRI Standard	Title	Page	Reason of omission
	Social Sustainability	103	
GRI 401:	Employment 2016	103	
GRI 103: 103-1/103-2/103-3	Management approach 2016	103	
401-1	New employee hires and employee turnover	103	
401-2	Benefits provided to employees	104	
GRI 404:	Training and Education 2016	104	
GRI 103: 103-1/103-2/103-3	Management approach 2016	104	
404-1	Average hours of training per year per employee	104	
404-2	Programs for upgrading employee skills and transition assistance programs	104	
	Percentage of employees receiving regular performance and career development reviews	105	
GRI 405:	Diversity and Equal Opportunity 2016	105	
GRI 103: 103-1/103-2/103-3	Management approach 2016	105	
405-1	Diversity of governance bodies and employees	105	
GRI 406:	Non-Discrimination 2016	105	
GRI 103: 103-1/103-2/103-3	Management approach 2016	105	
406-1	Incidents of discrimination and corrective actions taken	105	
GRI 417:	Marketing and Labeling 2016	107	
GRI 103: 103-1/103-2/103-3	Management approach 2016	107	
417-1	Requirements for product and service information and labeling	107	
GRI 418:	Customer Privacy 2016	107	
GRI 103: 103-1/103-2/103-3	Management approach 2016	107	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	107	

UN Global Compact: Activities and Results

Implementing and supporting the ten principles of the UN Global Compact

“Vontobel has been a member of the UN Global Compact and of the Global Compact Network Switzerland since 2017. We have thus pledged to align our operations and strategies with ten universally recognized principles in the areas of human rights, labor, environment, and anti-corruption.”

Dr Zeno Staub, CEO of Vontobel

This Sustainability Report is our second Communication on Progress (COP) report about the implementation of the ten principles at Vontobel.

The Ten Principles of the UN Global Compact

PRINCIPLES	IMPLEMENTATION AT VONTOBEL: CONTENT-RELATED TOPICS AND COVERAGE ACCORDING TO GRI REPORTING	PAGE IN ANNUAL REPORT
Human Rights		
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	Topic Non-discrimination GRI 406-1 Incidents of discrimination and corrective actions taken Financial Sector specific indicators: product portfolio and active ownership FS10: Portfolio-based engagement on social or environmental issues FS11: Percentage of assets subject to positive and negative environmental or social screening	105 96 95
Principle 2: Make sure that they are not complicit in human rights abuses	Topic Organizational Profile GRI 102-9 Supply chain Financial Sector specific indicators: product portfolio and active ownership FS10: Portfolio-based engagement on social or environmental issues FS11: Percentage of assets subject to positive and negative environmental or social screening	108 96 95
Labor		
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Topic Organizational Profile GRI 102-41 Collective bargaining agreements	110
Principle 4: Elimination of all forms of forced and compulsory labor	Topic Organizational Profile GRI 102-9 Supply Chain Topic Economic performance GRI 201-3 Defined benefit plan obligations and other retirement plans	108 98
Principle 5: Effective abolition of child labor	Topic Organizational Profile GRI 102-9 Supply Chain	108
Principle 6: Elimination of discrimination in respect of employment and occupation	Topic Organizational Profile GRI 102-8 Information on employees and other workers Topic Employment GRI 401-1 New employees hires and employee turnover Topic Training and Education GRI 404-2 Programs for upgrading employee skills and transition assistance programs GRI 404-3 Percentage of employees receiving regular performance and career development reviews Topic Diversity and equal opportunity GRI 405-1 Diversity of governance bodies and employees Topic Non-discrimination GRI 406-1 Incidents of discrimination and corrective actions taken	108 103 104 105 105 105

PRINCIPLES	IMPLEMENTATION AT VONTOBEL: CONTENT-RELATED TOPICS AND COVERAGE ACCORDING TO GRI REPORTING	PAGE IN ANNUAL REPORT
Environment		
Principle 7: Businesses should support a precautionary approach to environmental challenges	<p>Topic Materials</p> <p>GRI 301-1 Materials used by weight or volume</p> <p>GRI 301-2 Recycled input materials used</p> <p>Topic Energy</p> <p>GRI 302-1 Energy consumption within the organization</p> <p>GRI 302-3 Energy intensity</p> <p>GRI 302-4 Reduction of energy consumption</p> <p>Topic Emissions</p> <p>GRI 305-1 Direct (Scope 1) GHG emissions</p> <p>GRI 305-2 Energy indirect (Scope 2) GHG emission</p> <p>GRI 305-3 Other indirect (Scope 3) GHG emission</p> <p>GRI 305-4 GHG emissions intensity</p> <p>GRI 305-5 Reduction of GHG emissions</p>	<p>101</p> <p>101</p> <p>101</p> <p>101</p> <p>101</p> <p>102</p> <p>102</p> <p>102</p> <p>102</p> <p>102</p>
	<p>Financial Sector specific indicators: product portfolio and active ownership</p> <p>FS10: Portfolio-based engagement on social or environmental issues</p> <p>FS11: Percentage of assets subject to positive and negative environmental or social screening</p>	<p>96</p> <p>95</p>
Principle 8: Undertake initiatives to promote greater environmental responsibility	<p>Topic Materials</p> <p>GRI 301-1 Materials used by weight or volume</p> <p>GRI 301-2 Recycled input materials used</p> <p>Topic Energy</p> <p>GRI 302-1 Energy consumption within the organization</p> <p>GRI 302-3 Energy intensity</p> <p>GRI 302-4 Reduction of energy consumption</p> <p>Topic Emissions</p> <p>GRI 305-1 Direct (Scope 1) GHG emissions</p> <p>GRI 305-2 Energy indirect (Scope 2) GHG emission</p> <p>GRI 305-3 Other indirect (Scope 3) GHG emission</p> <p>GRI 305-4 GHG emissions intensity</p> <p>GRI 305-5 Reduction of GHG emissions</p>	<p>101</p> <p>101</p> <p>101</p> <p>101</p> <p>101</p> <p>102</p> <p>102</p> <p>102</p> <p>102</p> <p>102</p>
Principle 9: Encourage the development and diffusion of environmentally friendly technologies	<p>Topic Energy</p> <p>GRI 302-4 Reduction of energy consumption</p> <p>Topic Emissions</p> <p>GRI 305-5 Reduction of GHG emissions</p>	<p>101</p> <p>102</p>
Anti-corruption		
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	<p>Topic Ethics and Integrity</p> <p>GRI 102-16 Values, principles, standards, and norms of behavior</p> <p>GRI 205-1 Operations assessed for risks related to corruption</p> <p>GRI 205-2 Communication and training about anti-corruption policies and procedures</p> <p>GRI 205-3 Confirmed incidents of corruption and actions taken</p>	<p>109</p> <p>99</p> <p>99</p> <p>99</p>

Legal information

This Report is intended solely for information purposes. The information and views contained in it do not constitute a request, offer or recommendation to use a service, to buy or sell investment instruments or to conduct other transactions. By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and risks exist that predictions, forecasts, projections and other outcomes described or implied in forward-looking statements will not be achieved.

This report also appears in German. The German version is prevailing.