

# Sustainability Report

AMAG Group AG

20  
22

amag



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ahead.

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You can find additional fascinating insights into our business's operations in the online version of our report.



# INTRODUCTION

01

# Editorial



Martin Haefner, Chairman of the Board of Directors, and Helmut Ruhl, CEO  
AMAG Group AG

“We are particularly pleased that we succeeded in moving and inspiring our customers towards electromobility last year.”

When it comes to sustainability, we mean business. We started providing detailed information about our sustainability strategy last year. This consistent transparency is also aimed at inspiring other companies to adapt and develop their business models sustainably. In the current report for 2022, we show that, rather than being an obstacle, sustainability is the basis for new ideas, new solutions and the business models of tomorrow – all in the interests of our customers.

We also communicate sustainability internally. In summer 2022, we invited all our employees and their families to a Family Day, where we looked back on our successful 77-year history and laid the foundations for our future. With around 770 trainees and 7300 employees, we are aware of our economic, social and ecological responsibility. We recognise the need for change and develop our business with a view to providing sustainable individual mobility, mindful of the key contribution AMAG can make in achieving the Swiss Sustainable Development Goals. We assume responsibility – with entrepreneurship, technology, innovation and the will to shape our future.

Last year's acquisition of Helion, Switzerland's largest photovoltaic installer and energy pioneer, enabled us to take a big step towards realising our vision. Our aim is to increase the percentage of battery electric vehicles we market to around 70% by 2030 and almost 100% well before 2040. We also want to produce the electricity required for this with Helion and other partners. Through our stake in Synhelion, a Swiss ETH Zurich spin-off, we support the industrialisation of low-carbon e-fuels in order to have an impact beyond our own carbon footprint. Around 1.3 billion of the world's cars are powered by a combustion engine, and it will take decades to electrify them all – if at all possible. That is where cutting-edge Swiss technology of the kind provided by Synhelion can have positive ecological and social impacts. We have also signed a long-term contract with Climeworks for direct air capture, enabling us to use another promising Swiss technology in order to achieve our climate goals.

We are particularly pleased that we succeeded in moving and inspiring our customers towards electromobility last year. The Škoda Enyaq iV, Audi Q4 e-tron and VW ID.BUZZ were voted Switzerland's favourite cars in 2022. Everything we do for sustainability ultimately only makes sense if it sparks our customers' interest. In order to become the leading provider of sustainable individual mobility, we offer other state-of-the-art mobility and energy solutions in addition to attractive vehicles. Our financial services subsidiary AMAG Leasing AG gives corporate customers options for financing photovoltaic systems, allride enables us to support resource-efficient mobility concepts for companies and

areas, and Microlino now allows us to market a space-saving electric city car. Our new AMAG Energy & Mobility business unit supports the establishment of charging infrastructure, we are building a fast-charging network at our own retail locations and the first of our multi-storey car parks became charging parks last year. In addition, our retail electromobility customers will be able to obtain everything from a one-stop shop in future, including the means to produce electricity on their own roofs.

We want to achieve a climate-neutral footprint by 2040. To do this, we are open to partnerships with other mobility providers and energy supply companies, and to collaborations with banks, as well as interested in innovative forms of financing. We already work with Switzerland's top universities and research institutes, and are in dialogue with municipalities, cities and cantons.

For 10 years now, AMAG has been honouring sustainable businesses with its Family Business Award; supported by the Center for Corporate Responsibility and Sustainability at the University of Fribourg, it is awarded to family businesses in Switzerland that demonstrate an acute sense of responsibility and entrepreneurial sustainability and have been successful for several generations. In 2023, we want to further intensify our dialogue with particularly sustainable businesses. We believe the time has come to accelerate change – with businesses that want to power ahead. And we are convinced that we can do this even quicker by working together.



Martin Haefner  
Chairman of the Board of Directors



Helmut Ruhl  
CEO

“We show that, rather than being an obstacle, sustainability is the basis for new ideas and new solutions.”

# The AMAG Group at a glance

**AMAG Group AG** is the leading Swiss provider of sustainable individual mobility and has the following subsidiaries:

**AMAG Import AG** imports and distributes vehicles from the Volkswagen, Audi, SEAT, CUPRA, Škoda and VW Commercial Vehicles brands through Switzerland's largest network of representatives comprising more than 450 dealerships and service partners. AMAG Import AG also has a Customer Service department that provides technical support for the dealerships and service partners as well as offering brand-specific and across-the-board support. A modern training centre gives AMAG Import AG the tools it needs to equip employees throughout the organisation with the latest knowledge they need – both on the technical side and for any aspects relating to sales or customer focus.

With over 80 AMAG Retail Garages, **AMAG Automobil und Motoren AG** operates Switzerland's largest dealership network. The AMAG Retail Garages guarantee their customers across-the-board support of an exceptionally high standard. Services offered by the AMAG Retail Garages include sales, repair and servicing. In addition to this, the AMAG Retail Garages cooperate with AMAG Leasing AG and Volkswagen Financial Services Schweiz AG in the areas of leasing and motor vehicle insurance.

**AMAG Leasing AG** offers financing solutions for private individuals and companies. Leasing is a popular form of financing and, for many people, the best way of fulfilling their mobility dreams. AMAG Leasing AG sees to it that the agreements are financially affordable for its customers.

The AMAG Group bundles its energy-, charging- and e-mobility-related activities into the **AMAG Energy & Mobility** business unit, newly established in 2022. With Clyde (provider of EV subscriptions including sustainable electricity), Volton (provider of green engineering and charging solutions) and Helion (installer of photovoltaic systems, heat pumps, charging stations and energy storage devices), AMAG Energy & Mobility provides its customers with an all-inclusive service package for sustainable mobility and energy management solutions.

**AMAG First AG** – the largest Porsche dealership organisation in Switzerland – makes customers' dreams come true at a total of six Porsche Centres. AMAG First AG stands for premium quality and first-rate service.

**AMAG Services AG** holds the Swiss licence for Europcar and Ubeeqo and, with more than 80 stations, is the number one in the rental car business. In keeping with its “happy to help” motto, Europcar Switzerland helps ensure unrestricted mobility, offering a range of services that goes far beyond conventional car rental – including valet parking at airports and chauffeur services that get customers to their destinations in comfort and with zero stress.

**AMAG Parking AG** covers further aspects of mobility with several public multi-storey car parks at central locations in Zurich, Bern, Schaffhausen, Olten and Cham.

**mobilog AG** is the new home of expertise for car and parts logistics. As the leading Swiss provider of logistics services in the automotive segment, mobilog AG has a broad network in every region. Sufficient capacity and many years of experience in the logistics domain ensure the high degree of flexibility needed to meet customers’ mobility needs anytime and anywhere.

The AMAG Group also operates an **Innovation & Venture LAB** that covers three areas – “Smart City”, “Mobility as a Service” and “Connected & Autonomous Car” – developing and piloting new, independent business models and investing in promising start-ups.

The **Board of Directors** at AMAG Group AG comprises six non-executive members, none of whom have previously been on the Group Executive Board or the AMAG Group management team: Martin Haefner (Chairman), Josef Felder (Vice Chairman), Raymond Bär, Anita Hauser, Peter Widmer and Christoph Brand.

The **Group Executive Management** team at AMAG Group AG, which reports to the Board of Directors, comprises Helmut Ruhl (CEO) and Martin Meyer (CFO). The Executive Board comprises the Group Executive Management team plus Mathias Gabler (AMAG Automobil und Motoren AG), Nicole Pauli (AMAG Leasing AG, since 1 January 2022), Olivier Wittmann (AMAG Import AG), Martin Everts (AMAG Energy & Mobility), Beat Jaeggi (mobilog AG), Hendrik Lütjens (AMAG Services AG and AMAG Parking AG), Adriano Rossi (AMAG First AG), Philipp Wetzel (Innovation & Venture LAB), Lorenz Aebersold (Legal & Compliance), Anja Bates (Group Human Resources), Dino Graf (Group Communication) and Thomas Sauer (CIO & CDO).

## Wording in this report

To make this Sustainability Report easier to read, AMAG Group AG and AMAG Group are hereinafter mainly referred to as AMAG.

# Clear strategy in times of change

**Global challenges, such as climate change and the increase in social conflicts, require new solutions. AMAG assumes responsibility and is dedicated to creating a sustainable mobility landscape in Switzerland by developing new solutions and positioning itself as a holistic mobility service provider. Being sustainably and economically successful in the future requires a strong vision and the courage to adhere to it.**

The mobility of tomorrow needs to be sustainable and also meet more extensive consumer needs. AMAG wants to implement effective solutions to adapt Switzerland's mobility landscape to the needs of climate change. As a strong partner for our customers, we have a clear strategy and are work-

**Our vision: we want to become the leading provider of sustainable individual mobility.**

ing towards achieving this goal, channelling our resources into five key strategic focus areas: "Sustainability", our "Business", our "Customers", "Digitalisation" and our "Culture". We want to make a difference through interaction between all five of these focus areas.

## **Convincing solutions and offerings**

We break new ground, drawing on many years of experience in our core business areas: import, sales, financing, leasing, vehicle maintenance and vehicle



Microlino – expansion geared towards micromobility and systematic implementation of the AMAG sustainability strategy.

logistics. We want to continue building on this success. At the same time, we are developing new solutions and providing forward-looking mobility offerings:

- Ecological – firstly through the expansion of electromobility, electricity from renewable energies and investment in Switzerland’s charging infrastructure; secondly through investment in synthetic fuel research, development and production.
- Individual – through flexible subscription offerings, expanded e-bike leasing offers and the financing of photovoltaic systems.
- Independent – through sharing of two-, three- and four-wheel offerings in areas and for companies. Innovative – through new vehicles such as the Microlino, and autonomous solutions with our partners Holo, Kopernikus and Loxo. In other words, our approach to mobility is holistic and sustainable.

### **A holistic approach to electromobility**

Helion, the leading Swiss provider of sustainable energy solutions, was acquired in 2022 and integrated into the new AMAG Energy & Mobility business unit, in which the AMAG Group bundles its energy-, charging- and electromobility-related activities. It includes the electromobility-focused ecosystem, charging solutions, and the comprehensive offering covering photovoltaics, heat pumps and charging infrastructure.

## **Digitalisation and culture as the basis for sustainable relationships**

We want to make our mobility offerings easily and securely accessible. Digitalisation is a key tool for meeting the needs of our customers. With offerings such as the AMAG app and the “Sofa” project (which gives customers the option of leasing a vehicle from the comfort of their own home), we provide a seamless customer journey without time constraints.

## **All in-house changes are geared towards emboldening and empowering the employees.**

Digitalisation will help simplify internal processes, speed up procedures and thus boost efficiency for our customers and our company. To this end, we assessed our degree of digitalisation in the 2022 fiscal year and implemented initial measures in the shape of new formats such as the Power Platform and digital coaches. All in-house changes are geared towards emboldening and empowering the employees, giving them a good understanding of what our role is in order to advance the mobility transformation and realise our vision. The AMAG Family Day in Interlaken was a surprise for all AMAG employees in 2022. This weekend get-together was an opportunity to give people a better understanding of the AMAG purpose, in which sustainability also plays a big part.

As a company with a Swiss tradition stretching back several decades, AMAG is a strong and dependable partner in the Swiss labour market and wants to remain an attractive employer in future. We therefore encourage an open corporate culture, in which all employees can evolve. AMAG attaches great importance to training and education. With around 770 apprentices, we set the benchmark in Switzerland when it comes to training. Our investment in the future is also evident in the AMAG Academy, which allows us to offer continual training and education for our repair shops and our dealer network. Furthermore, a new building is being erected in Lupfig to ready the Academy for the evolving learning needs.

## Reducing CO<sub>2</sub> is the most important goal

AMAG assumes responsibility along its entire value chain. In addition to developing sustainable and individual mobility offerings, we have set ourselves clear and ambitious climate targets in order to reduce emissions in purchasing, in operations and in our processes. By 2025, we want to reduce all emissions by 30% through in-house measures and then continue this reduction drive by reducing all scope 1, 2 and 3 emissions by 90% by 2040. Measures such as energy efficiency improvements, replacement heating systems and systematic photovoltaic expansion give us key leverage here. We are also committed to electrifying our own fleet of vehicles and expanding our charging infrastructure. There are already 156 parking spaces with a charging station at the main site in Cham, signalling what is needed for the future: multi-storey car parks need to become charging parks. That is why AMAG Parking AG has started to convert its public multi-storey car parks in this way.

### **Reduce, eliminate and, if necessary, offset**

The long-term partnership with Climeworks to eliminate non-avoidable and historical CO<sub>2</sub> emissions is an important milestone on AMAG's drive to improve sustainability.



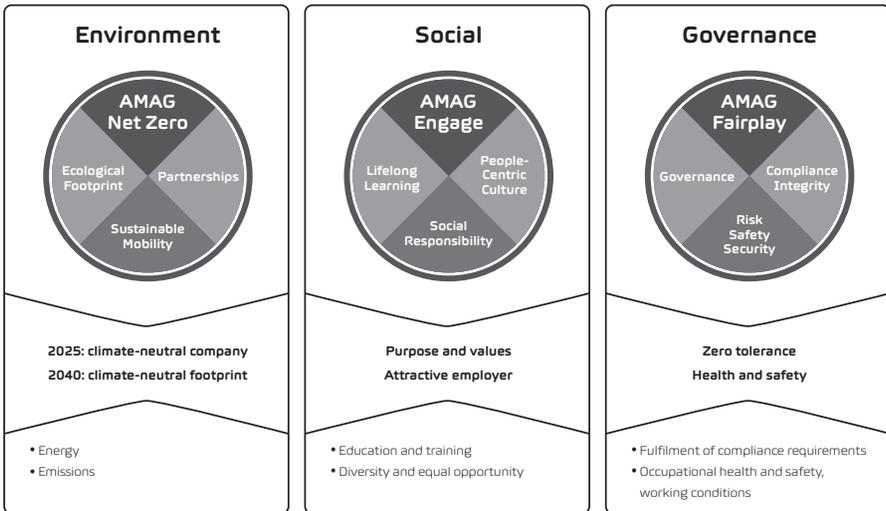
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the QR code**

As a control tool, we have introduced an internal CO<sub>2</sub> levy of CHF 120 per tonne of CO<sub>2</sub>, which is factored in when reviewing all property projects and business case calculations. The proceeds flow into our climate fund, which AMAG uses to support Swiss start-ups that develop technologies or business models to decarbonise mobility. To reduce emissions in our supply chain, we focus on three key issues: waste, transportation and purchasing.

# Sustainability – our holistic approach

AMAG assumes responsibility – for social as well as ecological issues. A business run on high ethical standards that strictly meets all regulatory requirements forms the basis for this.

We actively implement this responsibility, in accordance with the principle of materiality, in three focus areas. AMAG Net Zero pools all our activities aimed at reducing CO<sub>2</sub> and expanding sustainable mobility services. AMAG Engage combines all initiatives and engagements for society, our employees and our customers. AMAG Fairplay comprises all governance and risk management measures as well as our commitment to build up strong cyber resilience and to promote and maintain the highest health and safety standards.



## Adding value sustainably

Our commitment supports the national and international sustainability agenda. The United Nations Sustainable Development Goals (UN SDGs) constitute the global plan of action to overcome the economic, social and ecological challenges of our time. They are designed to enable an intact environment, well-being and peace by 2030. Switzerland has adopted the UN SDGs in its national strategy for sustainable development and set three priorities: “sustainable consumption and sustainable production”, “climate, energy and biodiversity” and “equal opportunity and social cooperation”. For successful implementation, the federal government is reliant on cooperation with business, cantons, communities and civil society. Our commitment means we are making a direct

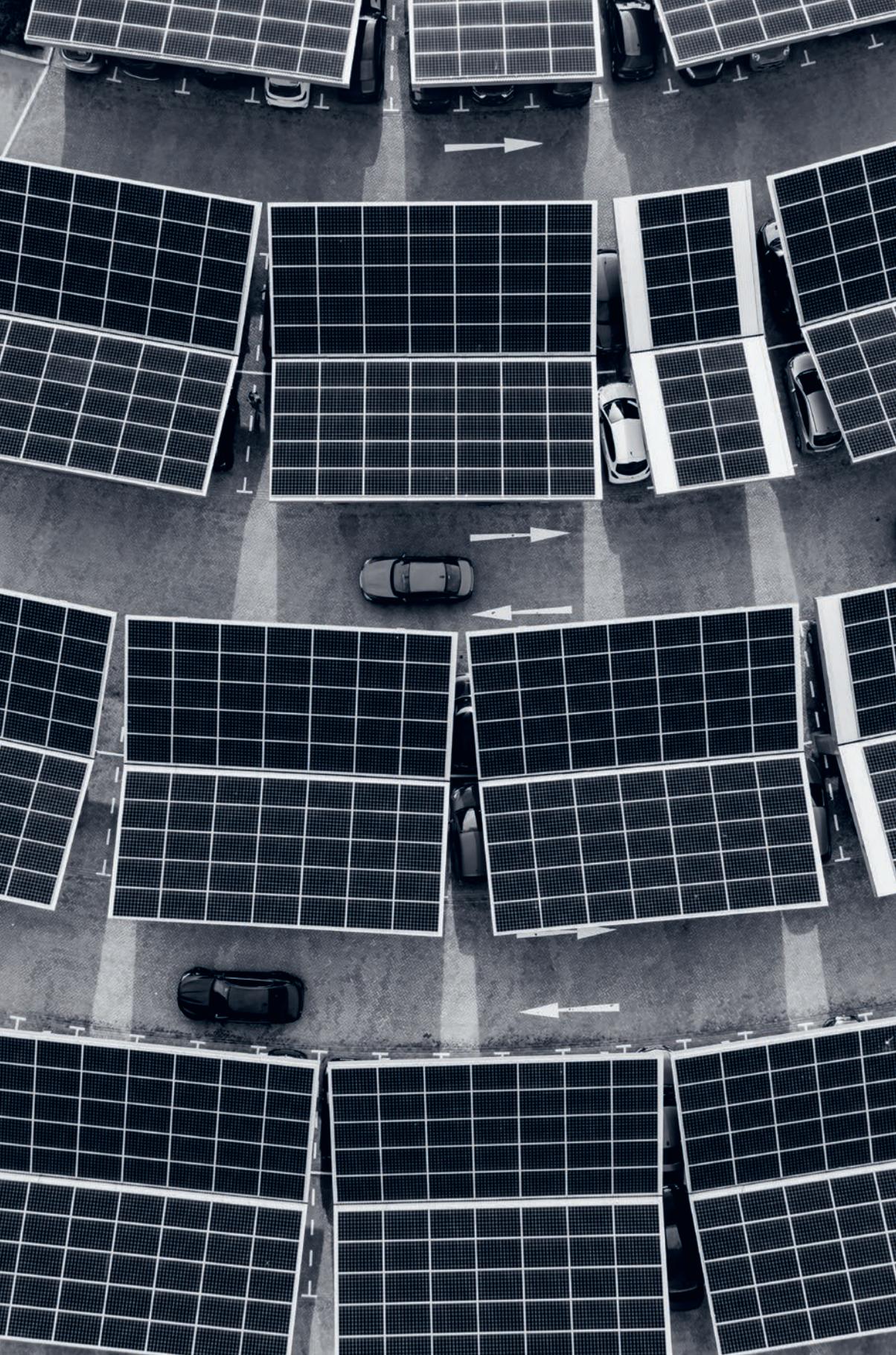
AMAG Engage	AMAG Engage	AMAG Fairplay	AMAG Net Zero	AMAG Net Zero	AMAG Net Zero
 <p><b>4</b> QUALITY EDUCATION</p>	 <p><b>5</b> GENDER EQUALITY</p>	 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	 <p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	 <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	 <p><b>13</b> CLIMATE ACTION</p>
→ KPI Report page 72	→ KPI Report page 76	→ KPI Report page 78	→ KPI Report page 60, 61, 66	→ KPI Report page 22, 39	→ KPI Report page 65
<ul style="list-style-type: none"> <li>☑ Talent management</li> <li>☑ AMAG Academy</li> <li>☑ New job profiles</li> </ul>	<ul style="list-style-type: none"> <li>☑ Diversity</li> <li>☑ Equal opportunity</li> <li>☑ Values and culture</li> </ul>	<ul style="list-style-type: none"> <li>☑ Integrity</li> <li>☑ Fair competition</li> <li>☑ Switzerland as a business location</li> </ul>	<ul style="list-style-type: none"> <li>☑ AMAG Innovation &amp; Venture LAB</li> <li>☑ AMAG climate fund</li> <li>☑ Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>☑ The Square</li> <li>☑ Drive electric</li> <li>☑ AMAG Energy &amp; Mobility</li> </ul>	<ul style="list-style-type: none"> <li>☑ SBTi</li> <li>☑ CO<sub>2</sub> levy</li> <li>☑ Climate strategy</li> </ul>

contribution to achieving 6 of the 17 SDGs. Given that AMAG’s core business is in the automotive sector, we believe the areas where we currently have the most leverage are climate protection and the continual reduction of CO<sub>2</sub> emissions. Education is another area in which we can take effective action. Job profiles in our industry are changing on account of digitalisation and electric mobility. With one of the largest trainee intakes in Switzerland, we use our expertise and play a key role by developing sustainable apprenticeships and ensuring equality. The AMAG sustainability strategy also encompasses ethically correct, transparent and exemplary conduct. We believe this is a must for establishing fair market conditions that strengthen Switzerland’s position as a business location over the long term.



# Sustainability in action

AMAG assumes responsibility in all three sustainability dimensions every day and is actively engaged in supporting the environment, employees, customers and society as a whole. The Net Zero, Engage and Fairplay articles in the next chapter give you a look behind the scenes and highlight our approach to sustainability – resolute, transparent and consistent. Read on for fascinating insights.



# NET ZERO

02

# Vehicles and infrastructure – combined for a sustainable future

**Electric cars are a key factor for a sustainable traffic system. But a reliable supply of renewable energy needs to be guaranteed as well. This requires connected solutions for production, charging infrastructure and energy storage. AMAG focuses on offering a full service – comprising vehicles and infrastructure – on its way to becoming the leading provider of sustainable individual mobility. The acquisition of Helion in 2022 marked a major step towards achieving this goal.**

## More photovoltaics and charging stations

The AMAG Group wants to achieve a net-zero carbon footprint by 2040. For this to happen, purely battery-electric vehicles need to account for at least 70% of AMAG sales by 2030. We want to increasingly produce the electricity for these electric cars ourselves together with partners. The full service will also include intelligent charging solutions for energy management at work and at home.

**Our full service provides ecological and economic benefits for those switching to electromobility.**

AMAG has always been able to count on exceptional expertise on the vehicle side. We further intensified our energy, charging and electromobility activities in 2022, bundling them into the new AMAG Energy & Mobility business unit, which includes offerings from Clyde, Volton and Helion. Clyde is an innovative subscription package for flexible vehicle use. We launched the drive to become a purely electric mobility provider at the start of 2022, and this process will be

completed in 2024. With the Volton brand, the AMAG Group offers advice and servicing for business and fleet customers. Volton developed a charging network with access to over 7000 public charging stations in Switzerland in 2022.



Rebecca Berghaus and Roger Bitterli

In 2022, AMAG acquired Helion – a leading Swiss specialist in the fields of photovoltaics, electricity storage, heat pumps and charging stations for electric vehicles, with services ranging from consulting and planning to installation and maintenance. “Joining forces with Helion and its 460 employees enables us to vastly expand our range of electromobility services,” says Martin Everts, Managing Director of AMAG Energy & Mobility. AMAG and Helion also want to work together to deliver a smart-charging solution that enables electric cars to be used as storage devices, in order to ensure better use of solar power, and as buffer storage units, in order to stabilise the power grid.

## Technological development opens up new possibilities

Helion has been part of AMAG since November 2022 and offers huge potential for collaborative solutions and offerings, one future focus area being smart-charging solutions. Rebecca Berghaus (RBe), Director Fleet at AMAG Retail, and Roger Bitterli (RBi), Key Account Management Commercial at Helion, discuss the challenges that need to be overcome when developing these collaborative offerings.

### What stage is the collaboration at?

RBi: We have already worked together with AMAG before. But now it is a case of growing together quickly and clearly communicating our one-stop shop offering to the market.

RBe: We are having lots of meetings to advance the integration. For me, it is a top priority for this process to also take place in the individual sales regions, by visiting customers together, as this will allow us to demonstrate our combined strengths in advice and sales.

### For whom does your combined offering add value?

RBe: We do not focus on a specific target group. Our customers range from SMEs with five vehicles to major corporations. When we realise a company has an interest in sustainability and is considering electric vehicles and their own electricity production, we bring Helion on board.

## Knowledge moves people

### Vehicles as energy storage devices

Using electric cars as energy storage devices? Smart or bidirectional charging makes it possible. With smart charging, the vehicle battery is charged as sustainably as possible – when there is plenty of solar energy available, for example. With bidirectional charging, the energy flows in both directions – both from the power grid or the solar panels to the vehicle battery and from the vehicle battery back into the home or power grid.

In a video interview, Dr Jonas Huber, Senior Researcher at the Power Electronic Systems Laboratory at ETH Zurich, uses illustrative examples to explain the challenges of bidirectional charging in practice and the value it can add.



Find out more by scanning the QR code

RBi: Our roots are in photovoltaics, so we are quick to get involved when it comes to electric cars and the overall concept. When we at Helion and you at Fleet coordinate our messages effectively, the target groups quickly realise that we add value for them as a duo.

### What challenges do you face in the market?

RBe: Electromobility is advice-intensive because technological developments advance extremely quickly. By way of example, the VW Group brought the first vehicles suitable for bidirectional charging to market at the start of 2023 and intends to equip all of its electric cars with this feature by 2024. This opens up new possibilities for collaborative solutions...

RBi: ...and offers huge potential for sustainable electromobility. We now install a 10-kW storage device at the home of every second customer –

for buffer storage of the electricity generated by the photovoltaic system. Today's electric cars can store up to 70 kW in their batteries. AMAG wants to play a major part in harnessing this potential to provide a reliable supply of electricity.

## AMAG wants to play a big part in harnessing the potential of smart charging.

### What are the obstacles here?

RBi: Bidirectional or smart charging is not yet possible due to the legal situation.

RBE: Examples from the Netherlands show that bidirectional charging works. We want to communicate this more.

### Which is more important on the customer side – ecological or economic arguments?

RBe: Most companies today have ecological sustainability goals. But, at the end of the day, the CFO looks at the overall cost of a solution. In other words, the economic sustainability, which is also a must, of course. Electromobility is changing the overall financial picture. Vehicle costs used to be the main concern, but things are far more complex today – on account of the infrastructure costs and fluctuations in energy prices and feed-in tariffs, for example.

RBi: Yes, rising energy prices have led to a lot changes. The CEO and CFO now have to ask themselves whether they can afford not to install a photovoltaic system.

RBe: That is why Helion and Fleet need to provide top-quality advice. We want to be there every step of the way for companies switching to electromobility, and show them the ecological and economic benefits of our full service.

### Explore our online special

For more insights into the company's activities and fascinating information, check out the online version of our Sustainability Report at [amag.report](http://amag.report).



# ENGAGE

03

# Shaping the future – skills for tomorrow

**AMAG wants to give as many people in Switzerland as possible access to sustainable individual mobility. To be able to offer the services, vehicles and infrastructures required for this, we need employees who possess a future-focussed skill set and are able to evolve. The people who already work for us have huge potential. AMAG therefore attaches great importance to bespoke training and education – particularly in times when skilled workers are in short supply.**

## **Sustainable success through lifelong learning**

The path to becoming the leading provider of sustainable individual mobility is a demanding one. The more our employees help shape this path, the quicker we will advance. We therefore give them on-the-job support and training. At the same time, we want to attract talent – trainees, graduates and experienced experts.

## **Mixed teams offer a wealth of perspectives and develop better solutions.**

AMAG does a great deal to be an attractive employer for all employees, irrespective of their age or origin. We offer basic and advanced training at the AMAG Academy. Other examples include the AMAG Learning & Development online courses, AMAG's own CAS Leadership, systematic succession planning, the Young Talents development programme and coaching offerings for digital fitness. We also increased the focus on electromobility in our training and education in 2022, in line with our corporate strategy.

Diversity is a top priority for AMAG. Be it gender, age, origin or previous experience, mixed teams offer a wealth of perspectives and develop better solutions. We employed people from 71 nations in 2022. To increase the proportion of women, which stands at 16.7%, we rolled out the "women@AMAG" information campaign in 2022, for example.

The 770-plus trainees in over a dozen apprenticeships, making up around 11% of the workforce, are an important talent pool. Having acquired Helion in 2022, AMAG will also be training young people as solar installers with a Federal Vocational Education and Training Diploma (EFZ), with apprenticeships starting in 2024. We want to continually increase involvement in the area of training. In addition, we are continuing to expand the one-year pre-apprenticeship integration programme, which gives asylum seekers and disadvantaged young people the opportunity to complete a proper apprenticeship. Whereas AMAG provided training for five integration apprentices in 2021, this number had



Saskia Kamber and Giuseppe Ferrandino

already risen to 11 by 2022. The trainees and many other young employees are from Generation Z, born after 1995. As well as having a deep affinity for all things digital and a high level of environmental awareness, they also attach importance to coach-based training, diversity, social justice, meaningful work and a good work-life balance. AMAG is aware of these needs and incorporates them into working life.

## Generation Z – teamwork and work-life balance

How can employees be brought on board on the road to the future – particularly Generation Z? An interview with Saskia Kamber (19; SK), deputy team leader in the goods inward department at mobilog AG in Buchs, canton of Zurich,

and Giuseppe Ferrandino (50; GF), General Manager at AMAG Buchrain, which has 140 employees.

**How do you get your employees to buy into the transformation in the mobility sector?**

GF: One thing is clear: for this, we need the full commitment of all employees, but particularly the younger generation – they will have a big say in determining how successful we will be on our path. A whole raft of measures is needed to get them all on board for the journey.

**Can you give examples of such measures?**

GF: We give out a lot of information at the company, including at a regular event where we report on energy supply, green electricity and charging options. It is important to introduce people to the topic of electromobility gradually. We have also made demonstration vehicles available to the employees on several occasions so that they can experience electric vehicles for themselves.

SK: Good communication is very important – not least because there is a degree of uncertainty about the transformation here in our logistics department. As electric vehicles have fewer parts, some are asking whether we will need fewer staff in the warehouse.

**How attractive is the automotive industry as a workplace for young people?**

GF: Many young people have an outdated image of the industry and AMAG. We see this when we talk with parents and young prospects – in job interviews and in the classroom. I always say to them that environmental protection is very much a thing at AMAG – and that we have a complete disposal system, a biological water treatment plant and a roof-mounted photovoltaic system for supplying power, for example. For many, it is an eye opener – as Generation Z in particular is very eco-minded. They want to have a good future – as do we for our children.

**What other messages is Generation Z also receptive to?**

GF: Teamwork is important to them, as is respect for their individuality and their commitment. We take account of all of this and more in working life, not least in our leadership work.

SK: I say to all trial apprentices that we often have a laugh together, even though the job is hard.

**So what do you do specifically for Generation Z at AMAG Buchrain?**

GF: If the youngsters think that the working day lasts 10 hours or more, we lose them. That is why we have shortened the working hours at AMAG Buchrain by opening later in the morning and closing earlier in the

evening – without losing track of our customer focus, of course. We also offer flexitime, which the teams organise for themselves.

SK: You are right – a good work–life balance is important for my generation. I see that in my own case. I have a dog and am glad when I do not get home too late in the evening. I have also discussed these concerns with my team leader and certainly feel that I have his support.

GF: That is a very good approach. Generation Z, and younger employees in general, attach importance to having a say. That is why I often delegate decisions to the teams.

### Knowledge moves people

#### The strength of difference

“Diversity is unavoidable,” says Dr Jamie Gloor, Assistant Professor at the University of St. Gallen. In a short video interview, Jamie Gloor outlines the role diversity plays today and the positive effects it can have for companies, highlighting how important it is to define realistic goals and how putting corporate values into practice can make an employer attractive to younger target groups as well.



Find out more by scanning  
the QR code

### What is the diversity situation in your workplace?

SK: The automotive industry still has a masculine image. But us women can do just the same jobs as the men. We should have a higher proportion of women at AMAG. A lot is already happening in this respect. My own example is living proof that women have opportunities for advancement and get promoted.

GF: You are right – we become better when there is more of a mix – in terms of origin, education and gender. We want the best person for the job. As a manager, I deliberately influence this right from the start of recruitment. That is how we make progress on our path, implementing a raft of targeted measures in our everyday work to make us more agile and to ensure that we are perceived as a modern, forward-looking company. We’re powering ahead!

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# FAIRPLAY

04

# Data protection is a top priority for AMAG

**Data protection is a key issue for AMAG, which is already doing a great deal to protect its customers' data. This commitment is set to become even more important, as the climate-neutral mobility of the future is based on digital solutions, connected forms of transport and large volumes of data. One example of this is the AMAG app launched at the end of 2022, which offers customers direct access to important vehicle data and various services. The AMAG data protection experts were therefore involved in the development of the app right from the start.**

## **Digitalisation and vehicle connectivity require more data protection**

AMAG attaches huge importance to protecting all customer, employee, supplier and partner data. To do this, we take appropriate technical and organisational precautions to protect the information against unauthorised use. This comprehensive data protection, and strict compliance with the relevant laws, is embedded directly in the processes at AMAG, with clear rules and a series of checks. That is how we ensure the protection of data from within. Providing protection against attacks from outside is another top priority at AMAG – as part of our cybersecurity strategy.

**“We want to and have to be transparent with customers regarding what happens to their data.”**

AMAG has been working intensively on the issue of data protection for some time. Furthermore, the vast experience of the European data protection environment that we have gained through our Liechtenstein subsidiary AMAG Vaduz – following the introduction of the EU's General Data Protection Regulation (GDPR) in 2018, for example – stands us in good stead. Data protection has become even more important in recent years due to the sharp rise in data

volume associated with the use of cars – be it the transfer of technical information or digital offerings. This, in turn, is just as much down to the rising connectivity capacities of the vehicles as it is to the increasing popularity of digital solutions that facilitate modern mobility. Examples of this within AMAG include the offerings from Clyde, allride and Volton, as well as the AMAG app launched at the end of 2022, with the option of an integrated charging and credit card (see interview on page 36). The challenge lies in the fact that comprehensive data protection is complex in the case of such solutions because



Michael Bertschi and Susan Siemann

it is becoming increasingly difficult to identify the data flows and paths. That is why AMAG builds data protection concerns into such projects right from the start, taking account of the interfaces with the brands and coordinating these in each case.

## Good user experience despite clear rules

The AMAG app makes vehicle processes easier for customers – when it comes to arranging a service appointment, for example. The app can also be linked to a charging and credit card or provide tips on how to drive ecologically, for example. Using the app results in an extensive exchange of personal and vehicle-related data between the users and their partners at AMAG. Susan Siemann (SSi), Group Data Privacy Officer at AMAG Group, and Michael Bertschi (MB),

Project Leader for Digital Business at AMAG Retail and Project Leader for the AMAG app discuss how AMAG proactively ensures data protection and the challenges associated with this.

### **Why has AMAG launched its own mobility app?**

MB: We want to provide AMAG customers with an app that is tailored to our products and services. The previous app from a third-party provider was no longer suitable for this. Therefore, at the start of 2022, we decided to launch our own app – an app capable of evolving in sync with our

## **Knowledge moves people**

### **Sustainable protection for companies**

Digitalisation and the increasing flood of data make the protection of this data a key challenge. Companies in particular are often the focus of attacks. In a video interview, Pascal Lamia, Head of Operational Cyber Security at Switzerland's National Cyber Security Centre (NCSC), stresses that comprehensive cyber management is very important for a high degree of protection. He also explains the best way for companies to protect themselves against hacker attacks and why close cooperation with the federal government is crucial.



**Find out more by scanning  
the QR code**

products and services. New customer-friendly aspects of the app include a recently introduced feature that allows users to arrange service appointments and a feature that enables them to submit claims reports. The app went live at the end of 2022. We will be migrating the users from the third-party provider to us in the first half of 2023, although this provider will remain responsible for the technical basis of the app.

### **How complex is the procedure for ensuring data protection in the app?**

MB: Very complex! All personal and vehicle-related data is sensitive. Each additionally activated service in the app therefore requires consent, ensuring transparency. The security of financial information and data is a top priority. The charging card, which can be linked to the app, allows the users to charge their electric cars at over 7000 charging points in Switzerland on preferential terms. Those who want to make things even easier also use the credit card feature, which brings with it additional data protection requirements.

**What were the biggest challenges in the project in terms of data protection?**

SSi: Identifying the data flows and the responsibilities for the data. We had to work together with the third-party provider to analyse exactly when we as AMAG are responsible for data and where the interface to our area of responsibility is. After this, precise data protection agreements and specifications were needed for the project. We want to and have to be transparent with customers regarding what happens to their data. This is also a requirement of the revised Swiss Data Protection Act, which applies from September 2023 onwards.

MB: As project leader, my concern was to integrate data protection fully right at the start rather than waiting until the end of the project. This involves more effort but is necessary for a secure solution.

SSi: Thank you for this foresight, Michael. AMAG Legal & Compliance has this image of being a spoilsport, particularly when we have to pause a project nearing its conclusion because of data protection concerns. This is avoidable if we are able to incorporate each of the data protection aspects at an early stage.

**How do you convince the users of AMAG's high data protection standards?**

MB: Transparency and communicative aspects are very important. Here is one example: in many applications, the users can accept the general terms and conditions just by ticking a box – without even reading them; however, users registering for the AMAG app first see a separate consent screen, where we show exactly how the personal and vehicle data is used. Only after this can the users accept the General Terms and Conditions and give their consent for data processing.

SSi: I was thrilled about this idea with the screen. Furthermore, users can also register for the app as a person only – in other words, without the link between person and vehicle.

**Is data protection also ensured when digital solutions are further developed?**

SSi: Data protection is part of AMAG's DNA – always. We are convinced that this systematic approach boosts customer loyalty and wins us new customers.

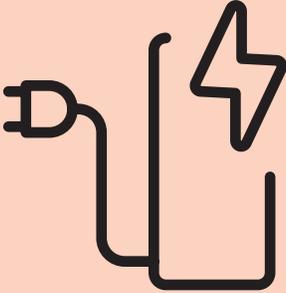
**Explore our online special**

For more insights into the company's activities and fascinating information, check out the online version of our Sustainability Report at [amag.report](https://amag.report).

# FACTS

# Net Zero

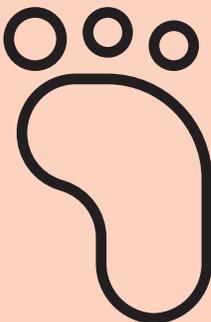
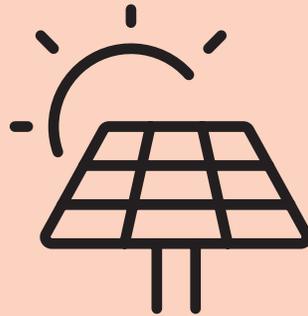
## Electrified into the future – involved in many areas



- AMAG had installed 1258 charging stations across Switzerland by the end of 2022
- Fully electric vehicles accounted for a 17.8% share of the market in Switzerland in 2022, and AMAG extended its market lead with 12,458 newly registered fully electric vehicles last year – a 27.6% increase
- Continuation of “the square” in the Circle at Zurich Airport – a new mobility hub and the first competence and experience centre for new sustainable individual mobility
- Administration of the community platform drive-electric.ch, with answers to all questions relating to electromobility
- Development of the allride app – an application offering users access to mobility solutions (cars, bikes, etc.) within their user group

## More sun

- There are 20,994 square metres of photovoltaics installed on AMAG’s own roofs
- AMAG took another big step towards sustainable energy by acquiring solar pioneer Helion in 2022



## AMAG footprint in tonnes of CO<sub>2</sub>e

Scope 1: 19,605

Scope 2: 858

Scope 3: 3,010,055

Total scope 1, 2 and 3 emissions: 3,030,518

# Engage

**71** nationalities

**176** locations

**1** AMAG Family Day

**16.7%** women

## Ambitious

- AMAG wants to increase the percentage of female trainees from 11.7% (2022) to 20% by 2025
- The percentage of women in management positions is to be increased from the current level of 15% to over 25% by 2028



**6892**  
employees

## Multi-faceted diversity

AMAG had a total of 6892 employees as of year end (see page 52 of this report). A further 460 employees have been enriching AMAG with new technical knowledge and new skills since November 2022.

## More diversity through inclusion

AMAG sees integration as part of a more sustainable society. It supported 11 participants in the pre-apprenticeship integration programme in 2022.



# Fairplay

# 2172

Antitrust Law training sessions

# 6412

Code of Conduct training sessions

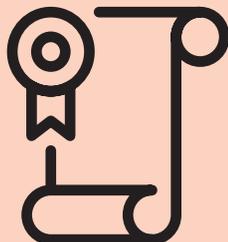
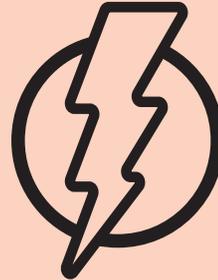


## Award-winning

The AMAG Cyber Security team won the first Courage Award from Information Security Society Switzerland and Inside IT. The award is given to companies that communicate effectively and openly following a cyberattack.

## Awareness for cybersecurity

AMAG uses the Hoxhunt training programme as well as the Troy and Trixie testimonials to make its employees more aware of cyber risks and thus boost cyber resilience. Trixie, a new character created in 2022, focuses on social engineering. She demonstrates how cyber-criminals surreptitiously gain the trust of employees.



## FCOS-certified

AMAG uses its own management system with occupational health and safety specialists.



# KPI REPORT ACCORDING TO GRI

# 05

# GRI index

AMAG Group AG reported in accordance with the 2021 GRI standards for the period 1 January 2022 to 31 December 2022. The GRI service "Content Index – Essentials" was performed for the index. This checks whether the GRI index is shown clearly and in accordance with the standards, and whether the references for Disclosures 2-1 to 2-5, 3-1 and 3-2 are in accordance with the corresponding sections in the AMAG Group's KPI Report. This service was provided for the German version of the report.



## General Disclosures

GRI standard	Disclosure	Reference	Reason for omission (Requirement [Rq], Reason [Re], Explanation [E])	
<b>GRI 1: Foundation 2021</b>				
<b>1. The organization and its reporting practices</b>				
GRI 2: General Disclosures 2021	2-1	Organizational details	48	
	2-2	Entities included in the organization's sustainability reporting	48	
	2-3	Reporting period, frequency and contact point	49	
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	2-18	Evaluation of the performance of the highest governance body	57	Rq: Evaluation of the highest governance body Re: Confidentiality constraints E: Privately owned organisation
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2-22	Statement on sustainable development strategy	58	
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## Material topics

GRI standard	Disclosure	Reference	Reason for omission (Requirement [Rq], Reason [Re], Explanation [E])
<b>Materiality analysis and list of material topics</b>			
GRI 3: Material Topics 2021	3-1	Process to determine material topics	62
	3-2	List of material topics	62
<b>Energy</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	63
GRI 302: Energy 2016	302-1	Energy consumption within the organization	64
	302-4	Reduction of energy consumption	64
<b>Emissions</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	65
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	66
	305-2	Energy indirect (Scope 2) GHG emissions	66
	305-3	Other indirect (Scope 3) GHG emissions	67
	305-5	Reduction of GHG emissions	69

<b>Waste</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics		70
GRI 306: Effluents and Waste 2020	306-1	Waste generation and significant waste-related impacts		71
	306-2	Management of significant waste-related impacts		71
	306-3	Waste generated		71
				Rq: Waste in tonnes Re: No data available E: Data collection under development
	306-4	Waste diverted from disposal		71
			Rq: Waste in tonnes Re: No data available E: Data collection under development	
	306-5	Waste directed to disposal		71
			Rq: Waste in tonnes Re: No data available E: Data collection under development	
<b>Training and Education</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics		72
GRI 404: Training and Education 2016	404-1	Average hours of training education per year per employee		73
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	404-3	Percentage of employees receiving regular performance and career development reviews		75
<b>Diversity and Equal Opportunity</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics		76
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees		77
	405-2	Ratio of basic salary and remuneration of women to men		78
<b>Compliance</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics		79
GRI 206: Anti-competitive Behaviour 2016	206-1	Legal actions for anti-competitive behaviour, antitrust and monopoly practices		80
<b>Occupational Health and Safety</b>				
GRI 3: Material Topics 2021	3-3	Management of material topics		82
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system		82
	403-2	Hazard identification, risk assessment, and incident investigation		83
	403-3	Occupational health services		84
	403-4	Worker participation, consultation and communication on occupational health and safety		85

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<b>Customer Privacy</b>			
GRI 3: Material Topics 2021	3-3	Management of material topics	89
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	89

# GRI 2

## General Disclosures

### 1. The organization and its reporting practices

2-1

#### Organizational details

**Name of the organisation:** AMAG Group AG

**Location of headquarters:** Alte Steinhauserstrasse 12, 6330 Cham

**Ownership and legal form:** AMAG Group AG, headquartered in Cham (ZG), is the holding company of the AMAG Group (AMAG). AMAG Group AG is not listed. No direct or indirect subsidiary is listed, either. As at the balance sheet date, AMAG Leasing AG, a wholly owned subsidiary of AMAG Group AG, holds five special purpose entities, two of which have issued bonds listed on the SIX Swiss Exchange. AMAG Leasing AG itself has also issued a listed bond.

**Location of operations:** AMAG has around 100 locations in Switzerland and, with AMAG (Vaduz) AG, one location in Liechtenstein.

2-2

#### Entities included in the organization's sustainability reporting

**Entities included in the consolidated financial statements:**

The Sustainability Report covers all subsidiaries of AMAG Group AG. These include AMAG Import AG, AMAG Automobil und Motoren AG including AMAG (Vaduz) AG, AMAG First AG, AMAG Leasing AG, AMAG Services AG, AMAG Parking AG, AMAG Corporate Services AG as well as mobilog AG and its companies under AMAG control.

**Activities, brands, products and services:**

AMAG Group AG is a Swiss company. The Group also includes AMAG Import AG, which imports and distributes vehicles from the Volkswagen, Audi, SEAT, Škoda, CUPRA and VW Commercial Vehicles brands through Switzerland's largest network of agents (over 450 dealers and service partners). AMAG also includes AMAG Automobil und Motoren AG, which has around 80 of its own garages, used car dealerships and body shops. It is also a Bentley service centre. A further subsidiary is AMAG First AG, the largest Porsche dealership organisation in Switzerland.

AMAG also includes AMAG Leasing AG, a financial services provider, AMAG Parking AG, which manages various car parks, and AMAG Services AG, a licensee of Europcar and Ubeeqo for Switzerland, which offers valet parking at Swiss airports and chauffeur services throughout Switzerland. Since 2021, mobilog AG has also offered logistics services for third parties, and AMAG also operates an Innovation & Venture LAB. Since 2018, AMAG has been a co-owner of autoSense, the solution for digital vehicle connectivity. It has offered a car subscription model with Clyde since 2019. It is also a partner of the Swiss Startup Factory.

AMAG acquired Helion in 2022 and is extending its offering to include the installation of photovoltaics and heat pumps as well as the planning and realisation of charging infrastructure. Helion Energy AG will be included in the sustainability reporting from reporting year 2023 onwards and is not yet included in the following key performance indicators.

2-3

**Reporting period, frequency and contact point**

**Reporting period:** 1 January 2022 to 31 December 2022. The Sustainability Report of AMAG Group AG is published annually. Date of most recent report: July 2022.

**Contact:** Dr Ina Maria Walthert, Head of Group Sustainability AMAG Group

2-4

**Restatements of information**

Restatements of information: none

Changes in reporting: none

2-5

**External assurance**

The greenhouse gas inventory of AMAG Group AG is audited externally. In addition, the Group CEO and the Sustainability Board of AMAG are involved in the approval process for the report contents.



Ernst & Young Ltd  
Maagplatz 1  
P.O. Box  
CH-8010 Zurich

Phone: +41 58 286 31 11  
www.ey.com/en\_ch

To the Management of  
**AMAG Group AG, Cham**

Zurich, 5 June 2023

## **Independent Assurance Report on energy and emission indicators in the AMAG Sustainability Report 2022**

We have been engaged to perform a limited assurance engagement (the engagement) on the energy and emission indicators marked with a "☑" ("the KPIs") disclosed in AMAG Group AG's (the Group) Sustainability Report 2022 (the report) for the reporting period from 1 January 2022 to 31 December 2022.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the report, and accordingly, we do not express a conclusion on this information.

### **Applicable criteria**

The Group defined as applicable criteria (applicable criteria):

- ▶ Selected GRI Sustainability Reporting Standards

A summary of the standards is presented on the GRI homepage. We believe that these criteria are a suitable basis for our limited assurance engagement.

### **Responsibility of the Management**

The Management is responsible for the selection of the applicable criteria and for the preparation and presentation, in all material respects, of the disclosed KPIs in accordance with the applicable criteria. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation of the KPIs that are free from material misstatement, whether due to fraud or error.

### **Independence and quality control**

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies the International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### **Our responsibility**

Our responsibility is to express a conclusion on the above mentioned KPIs based on the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

This standard requires that we plan and perform this engagement to obtain limited assurance about whether the KPIs in the report are free from material misstatement, whether due to fraud or error.

#### **Summary of work performed**

Based on risk and materiality considerations we have undertaken procedures to obtain sufficient evidence. The procedures selected depend on the practitioner's judgment. This includes the assessment of the risks of material misstatements in the above mentioned KPIs. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in scope than, for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Although we considered the effectiveness of management's internal control when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal control. Our procedures did not include testing control or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Greenhouse Gas (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

Our limited assurance procedures included, amongst others, the following work:

- ▶ Assessment of the suitability of the underlying criteria and their consistent application
- ▶ Interviews with relevant personnel to understand the business and reporting process, including the sustainability strategy, principles and management
- ▶ Interviews with key personnel to understand the sustainability reporting system during the reporting period, including the process for collecting, collating and reporting the KPIs
- ▶ Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the applicable criteria
- ▶ Analytical review procedures to support the reasonableness of the data
- ▶ Identifying and testing assumptions supporting calculations
- ▶ Testing, on a sample basis, underlying source information to check the accuracy of the data

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

#### **Conclusion**

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the KPIs for the reporting period from 1 January 2022 to 31 December 2022 have not been prepared, in all material respects, in accordance with the applicable criteria.

Ernst & Young Ltd

Mark Veser  
Partner

Claude-Aline Dubi  
Manager

## 2. Activities and workers

2-6

### Activities, value chain and other business relationships

**Markets served:** principally Switzerland and Liechtenstein

**Supply chain:** the AMAG Group imports and distributes passenger and commercial vehicles in Switzerland and is a provider of various services in the mobility sector. In addition to core maintenance, repair and claims management services, this also includes car rental and car sharing services. In addition to the import of vehicles and the close cooperation with the Volkswagen Group, AMAG procures other goods and services that are divided into various product groups. These include IT, logistics and transport services, spare parts, paints and tyres, office supplies, and advisory and financial services.

**Significant changes to the organisation and its supply chain:**

Delivery delays occurred in the reporting year due to the chip crisis. Due to COVID-19 and the conflict in Ukraine, supply chains are expected to continue to be affected in the future, and the supply of new vehicles is expected to remain tight, with further shortages in the used car market. A task force is in place to monitor risks on an ongoing basis. If necessary, measures to counteract any damage will be implemented.

AMAG acquired Helion in November 2022. The acquisition expands the business model and the supply chain, which now include the purchase of photovoltaic systems and heat pumps. This will be integrated into the AMAG greenhouse gas inventory for reporting year 2023.

2-7

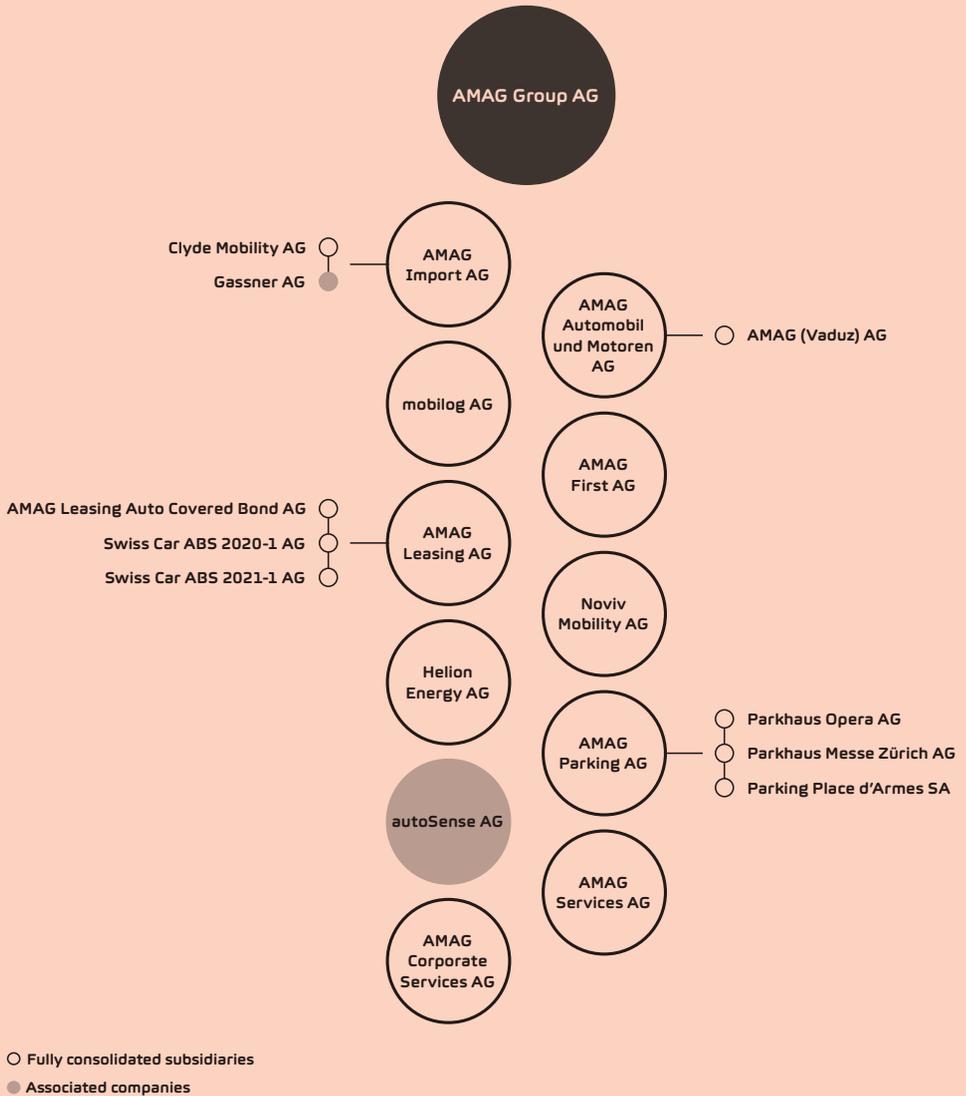
### Employees

	2020	2021	2022
Net revenue in CHF billion	4.0	4.3	4.4
Total number of employees*	6064	6224	6562
Of which apprentices	728	745	771

As at key date 31 December in each case.

\*Refers to the total number of employees in permanent and temporary employment, not including the addition of Helion. Including other employee groups (hostesses, on-call, transfer drivers and chauffeurs), a total of 6892 employees worked for AMAG as at 31 December 2022 (not including Helion).

Principal holdings of AMAG Group AG:



The organisational chart shown lists only principal holdings.

## Workers who are not employees

### Workforce composition: employment contracts and employment relationships

Workforce by employment contract	Women			Men			Total		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Permanent	949	990	1120	4985	5112	5766	5934	6102	6886
Temporary	20	24	33	110	98	103	130	122	136
<b>Workforce by working hours</b>									
Full-time	679	717	782	4794	4936	5206	5473	5653	5988
Part-time	290	297	371	301	274	663	591	571	1034

## 3. Governance

### Governance structure and composition

All six members of the AMAG Board of Directors are non-executive members, none of whom have previously been on the Group Executive Board or the AMAG Group management team. AMAG Group AG is an unlisted company limited by shares under private ownership. As the highest management body, the Board of Directors exercises overall management authority, supervision and control over the company. The Group Executive Management reports to the Board of Directors and is composed of the CEO and the CFO.

The Executive Board comprises the Group Executive Management, the managing directors of subsidiaries and other officials who report directly to the CEO. Overall financial management of the AMAG Group is coordinated by the CFO team, which is composed of the Group Executive Management, the CFOs of subsidiaries and other officials who report directly to the Group CFO. The detailed tasks of the governing bodies are set out in organisational regulations, which are updated regularly.

Responsibility for strategic anchoring and operational implementation in the field of sustainability is established in the organisation as set out below:



2-10

## Nomination and selection of the highest governance body

Persons nominated as members of the Board of Directors need to meet a specific requirement profile. The members of the Board of Directors continually assess the expertise the board needs. Important criteria here include avoiding conflicts of interest and ensuring a diverse mix.

2-11

## Chair of the highest governance body

Martin Haefner, Chairman of the Board of Directors.  
Helmut Ruhl, CEO AMAG Group AG.

2-12

## Role of the highest governance body in overseeing the management of impacts

Due to the legal requirements and in accordance with the organisational regulations of AMAG Group AG, the Board of Directors is responsible for overall management of the company and the Group companies (management function), defining the corporate strategy of the whole AMAG Group, and issuing the necessary directives, taking account of the applicable Swiss legislation. The CEO of AMAG Group AG regularly informs the Board of Directors about progress with respect to the implementation of the sustainability strategy.

2-13

## Delegation of responsibility for managing impacts

Monitoring and management of all sustainability issues is the responsibility of the business units and is driven by the Group strategy and the strategies of the individual business units. The definition of the strategic focal points with respect to sustainability at Group level is based on the assessment of material topics in the areas of ecology, economy and society. As a provider of mobility solutions and services, AMAG has the biggest impact in the development of sustainable mobility offerings. Progress is measured using key performance indicators and reviewed by the Group Sustainability Board, which also discusses the prioritisation of issues and projects. The Group Sustainability Board, with the involvement of all senior executives, including the CEO, meets four times a year.

2-14

## Role of the highest governance body in sustainability reporting

Sustainability issues are reviewed quarterly by the Group Sustainability Board. The climate strategy is part of the Group strategy, which is approved by the Board of Directors.

2-15

## Conflicts of interest

The prevention of conflicts of interest is laid down in the Code of Conduct of AMAG Group AG and binding for all employees.

2-16

## Communication of critical concerns

Critical concerns can be reported anonymously via the AMAG whistle-blower portal, for example. The AMAG Group's Legal & Compliance department deals with all concerns, involving other departments such as HR or Internal Audit if need be. The Head of Legal & Compliance initiates further steps together with the relevant decision-makers. There were reports but no critical concerns in 2022. The Head of Legal & Compliance reports directly to the AMAG Group Executive Board and regularly reports back to the AMAG Group Board of Directors.

2-17

## Collective knowledge of the highest governance body

Senior Executives are kept regularly informed about sustainability issues and trends during the Group Sustainability Board meetings. These include changes at regulatory level (national and international) and issue-specific focal points in the areas of AMAG Net Zero, AMAG Engage and AMAG Fairplay.

The Board of Directors is kept regularly informed about the progress of all strategic focal points, including sustainability. Background information in this respect is provided to aid understanding.

2-18

## Evaluation of the performance of the highest governance body

No disclosure.

2-19

## Remuneration policies

Remuneration of the members of the Board of Directors is not linked to performance. They receive only a base remuneration, paid in cash. The level of remuneration reflects the time and work the members invest to fulfil their tasks. The members of the Board of Directors namely receive no bonus payments or other financial benefits. They are eligible for a company car.

2-20

## Process to determine remuneration

The total remuneration of the members of the Group Executive Board consists of a fixed component as well as short-term and long-term variable remuneration components. All three components are paid in cash. The base remuneration reflects the experience, skills and ongoing performance of the Group Executive Board members as well as the competitiveness in external market comparisons based on function-related salary benchmarks. The Board of Directors determines the fixed remuneration of the CEO and the other Group Executive Board members for the following year in each case.

2-21

## Annual total compensation ratio

No disclosure.

## 4. Strategy, policies and practices

2-22

### Statement on sustainable development strategy

See the Editorial on page 6 of this report.

AMAG has set itself an ambitious climate target. The aim is to meet a net-zero target in accordance with the 1.5-degree target of the Paris Climate Agreement. Implementation will occur in accordance with the requirements set out in the Science Based Targets initiative (SBTi). The achievement of the climate target is ensured by the AMAG Group climate strategy. The climate strategy is a core element within the AMAG Net Zero focus area, which, along with the other focus areas AMAG Engage and AMAG Fairplay, embody AMAG's sustainability commitment. All three focus areas are an integral part of the Group's strategy and fall under the responsibility of AMAG Group Executive Management.

2-23

### Policy commitments

Responsible behaviour towards our employees, customers, suppliers and partners is embedded in the AMAG Code of Conduct. During the reporting year, we started systematically assessing our supply chain and defined sustainability as an assessment criterion for collaboration.

For our employees, the Code of Conduct is part of their contract. For further information about this, see page 79 of this report.

2-24

### Embedding policy commitments

The AMAG Group Code of Conduct sets out standards in risk areas relevant for compliance purposes, which must be respected and complied with by the Board of Directors, the Management Board, all employees as well as third parties such as dealers, suppliers and other partners of AMAG Group AG and the subsidiaries controlled by it during the course of their business operations. This also includes the observance of human rights. The Legal & Compliance department has regulated various issues in binding policies, advises and trains all AMAG employees on compliance-related issues, has established reporting channels for investigating violations, and investigates any violations.

2-25

## Processes to remediate negative impacts

Regular risk assessments are conducted in various areas to prevent any negative impacts. Fulfilment of all legal obligations is the fundamental guiding principle here, and is supported by Legal & Compliance. Stakeholders can report concerns via the AMAG Customer Service. It is also possible to make contact via the media office, the anonymous whistle-blower portal or the Sustainability team.

The AMAG Group is accustomed to cooperating with the regulatory authorities in Switzerland when dealing with justifiably raised concerns.

2-26

## Mechanisms for seeking advice and raising concerns

The AMAG Group has a Legal & Compliance department, which is responsible for advising and supporting the management and the employees on legal matters. The AMAG Group has also issued a Group Policy on compliance organisation, for example, according to which the employees can raise concerns regarding business practices with their direct or indirect supervisor, the HR department responsible or the Legal & Compliance department, or via the AMAG whistle-blower portal. Reports via the whistle-blower portal can also be submitted anonymously. The portal is also available to externals. All reports are investigated, with any necessary action being taken. In addition, the AMAG Group has an Internal Audit department, which regularly and systematically monitors compliance with processes.

2-27

## Compliance with laws and regulations

In June 2022, the Swiss Competition Commission (CC) issued AMAG Automobil und Motoren AG and six other dealers for Volkswagen brands in the canton of Ticino with fines totalling around CHF 44 million due to illegal agreements affecting competition. The agreements sanctioned had been perpetrated in the canton of Ticino in the period from 2006 to 2018. The AMAG Group became aware of the violations following the investigation opened by the CC in 2018. The AMAG Group cooperated fully with the authorities during the investigation. As a result of this investigation in 2018, among other things, AMAG established a comprehensive compliance programme designed to prevent such violations.

No fines for major violations of laws or regulations during the reporting period were issued during the reporting period.

## Membership associations

During the reporting period, AMAG was a member of aee, Auto Gewerbe Verband Schweiz (Auto Trade Association Switzerland – AGVS), auto schweiz, Auto-Strassenhilfe-Schweiz (Auto Roadside Assistance Switzerland – ASS), Avenir Mobilité, Avenir Suisse, Cardossier, Center for Corporate Venturing Switzerland, digitalswitzerland, electrosuisse/e'mobile, Gesellschaft für Marketing (Swiss Marketing Society – gfm), GS1, Interactive Advertising Bureau (IAB), Schweizer Mobilitätsverband (Swiss Mobility Association – sffv), Schweizer Werbeauftraggeber-Verband (Association of Swiss Advertisers – SWA), Schweizerischer Leasingverband (Swiss Leasing Association – SLV), Smart City Verein Bern (Smart City Association, Bern), Stiftung Auto Recycling Schweiz (Auto Recycling Foundation Switzerland), Swiss Alliance for Collaborative Mobility (CHACOMO), Swiss Association of Autonomous Mobility (SAAM), Swiss Association for Automotive Transformation (SAAT), swisscleantech, Swiss eMobility, Swiss Power-to-X Collaborative Innovation Network (SPIN), eMobil Zug, Zuger Wirtschaftskammer (Zug Chamber of Commerce) and Zugwest.

## 5. Stakeholder engagement

### Approach to stakeholder engagement

The most important stakeholder groups in AMAG include Volkswagen AG, customers, independent dealerships and garages as well as employees. In addition, business partners, suppliers, industry associations, regulatory bodies, the media and the science community are also important stakeholders.

#### **Identifying and selecting stakeholders:**

AMAG engages in intensive dialogue with stakeholders that have a significant impact on the success of the business and are in turn heavily influenced by the business activities of AMAG. These particularly include customers and employees. Customer concerns are dealt with through dealerships and partner businesses of the AMAG Group as well as the in-house Customer Service. Employees are informed and involved via the Intranet.

#### **Approach to stakeholder engagement:**

AMAG has positioned itself as a provider of sustainable mobility services – with a long tradition and under family ownership. AMAG derives its environmental and social responsibility from this fundamental philosophy, acting with great commitment when pursuing its goals and undertaking initiatives in this area.

AMAG's philosophy of taking on responsibility is guided by a strong vision, which envisages using innovative and low-emission technologies to provide bespoke mobility services tailored to individual requirements. With this in mind, AMAG makes considerable investments in developing and enhancing the skills of its employees. The broad, forward-looking education programme for trainees as well as technological and service skills for ensuring optimal support for AMAG customers are particularly important. In addition, AMAG cooperates closely with partners in order to promote Switzerland as a research location. The AMAG Innovation & Venture LAB aims to achieve active exchange and cooperation with start-ups in order to optimise the incorporation of new developments into the AMAG Group. AMAG considers reports and feedback received from stakeholders involved with an open mind. It is actively involved in public dialogue on mobility and provides regular information at press conferences concerning current business developments.

## Collective bargaining agreements

**Percentage of employees who are subject to collective bargaining agreements**

2020	2021	2022
8%	12%	27%*

\* Figures excluding Helion.

The rise in 2022 is principally due to the reassessment of the collective employment agreements (CEA) governing professional groups within existing businesses.

# GRI 3

## Materiality analysis and list of material topics

3-1

### Process to determine material topics

The selection of material topics was confirmed by discussions with external experts in 2022. As a result, the topic of waste has been included as a new material topic in the reporting, and the collection of waste quantity data was launched.

All other material topics were identified and evaluated as part of personal discussions with all management staff at the individual business units in 2021. Material topics were pre-selected with reference to criteria focusing on relevance and added value for stakeholders specific to AMAG, society as a whole as well as the global impact according to the SDGs. For further information, see page 17 of this report. Building on this, the Corporate Development department further delineated the various topics, working together with the Group Sustainability management team and external specialists. The topics selected were then discussed within the Management Board and submitted to the Board of Directors for consultation. Finally, the prioritised topics were presented to the Group Sustainability Board (composed of the Management Board and all heads of finance) and definitively approved.

3-2

### List of material topics

The topics identified as material topics have been allocated to the focus areas under AMAG responsibility and form part of AMAG's Group strategy:

<b>Focus area</b>	<b>Material topics</b>
AMAG Net Zero	Energy, emissions, waste
AMAG Engage	Training and education, diversity, and equal opportunity
AMAG Fairplay	Compliance, occupational health and safety, customer privacy

# GRI 302

## Energy

3-3

### Management of material topics

Energy is an important factor within the everyday operations of AMAG, for example in relation to the usage and maintenance of business premises, the securing of IT infrastructure and systems, all logistics services, as well as the operational processes of body shops, paint shops and AMAG's own garages. The sustainability strategy of the AMAG Group was overhauled in 2021. Each business unit has been obliged to define appropriate sub-goals and measures. Progress is managed and controlled with reference to Group key performance indicators, which are reported quarterly. The reporting process is incorporated into Group Controlling in order to guarantee consistent ESG reporting. AMAG Import AG and mobilog AG have implemented an environmental management system according to ISO 14001:2015. The targets formulated within it are consistent with the overarching sustainability goals of the AMAG Group as set out above.

AMAG aims to become a climate-neutral company by 2025 and is seeking to reduce its scope 1 and 2 emissions by at least 30% by then. One important aspect of this is the continuous improvement and optimisation of all energy costs, which is being implemented for all business premises according to a multi-year plan. Where possible, new sites are built using energy not generated from fossil fuels, for example through geothermal probes, heat pumps or connection to local district heating networks. Energy-intensive processes within body and paint shops are accompanied by heat recovery systems. A phase-out plan for the ending of fossil fuel energy usage for existing sites has been drawn up and depends on the life cycle of facilities and the availability of alternatives. For larger sites, AMAG has been implementing the requirements of the large-scale consumer model adopted by the Energy Agency of the Swiss Private Sector (EnAW) since 2013, which specify target figures and a road map in line with Switzerland's climate goals. It is planned to roll out the large-scale consumer model to all other sites by 2026.

## Energy consumption within the organization

in MWh	2020	2021	2022
Heating oil	9,131	6,488	9,520
Natural gas	24,195	24,562	18,427
Biogas	327	1,366	271
Wood chips	163	0	25
Propane	0	217	877
Diesel	40,546	25,134	19,286
Petrol	28,932	26,621	29,872
Electricity (other source, renewable source)	37,891	36,360	37,612
Electricity (other source, non-renewable source/Swiss electricity mix)	1,255	1,893	2,069
District heating	4,746	4,583	4,213
<b>Total in MWh</b>	<b>147,186</b>	<b>127,224</b>	<b>122,172</b>

The data relate to all business premises (owned and rented sites) of AMAG Group AG, excluding Helion Energy AG. Small rental areas (accounting for approx. 20% of all business premises) were evaluated with a fixed average consumption of 150 kWh/m<sup>2</sup> of energy reference area (reference: Building stock 2050 – BFE vision, 2022) and assuming 60% heating and 40% electricity (reference: Energieinstitut der Wirtschaft GmbH [Energy Institute for Business], 2012). The heating proportion was factorised solely with fossil fuels (natural gas and heating oil), while the electricity proportion was factorised with the Swiss electricity mix. Data for all amounts consumed covers a period of 12 months. Depending upon availability and because of different billing dates, the data collection period for individual suppliers has been adjusted by estimation for this. Propane was included in the natural gas category in 2019 and 2020. Propane has been reported separately since 2021. By adjusting the survey method based on supplier data, it was possible to collect more accurate propane quantity data in the reporting year, which explains the sharp rise compared to the previous year. In the base year 2019, the total was 160,996 MWh.

## Reduction of energy consumption

For information, see Disclosure 305-5 on page 69 of this report. Comprehensive coverage for Disclosure 302-4 is currently being put in place and is planned for the next reporting years.

 Ernst & Young AG conducted a review in order to obtain limited assurance for the KPIs for energy (disclosure 302-1, page 64) and emissions (disclosures 305-1, 305-2, 305-3, pages 66-67) for the year under review 2022. The relevant sections are marked with a check . The independent assurance report is included in this report on pages 50-51.

# GRI 305

## Emissions

3-3

### Management of material topics

Scope 1 and 2 emissions are generated by AMAG above all through the operation of its own fleet vehicles, including fuel consumption, although also by the consumption of heating oil on business premises. In line with SBTi, AMAG has committed to reducing scope 1 and scope 2 emissions by at least 30% by 2025 and by 70% by 2030. In order to achieve this, the entire fleet of company cars was electrified in 2021, which over the medium term will result in significant savings of diesel and petrol. Further reductions in consumption will be achieved through property management and from energy efficiency improvements. In order to achieve the goal of climate neutrality in the scope 1 and scope 2 categories from 2025 onwards, AMAG is investing both in climate protection projects and in new technologies for eliminating remaining emissions. Scope 3 emissions are generated by AMAG above all through the sale and distribution of vehicles. Further emissions arise as a result of commuting by employees and the transportation of goods and vehicles. The long-term reduction target for scope 3 emissions is 90% by 2040. A cut of at least 30% should be achieved by 2025. AMAG is actively contributing to reducing emissions caused by vehicles sold by increasing electrification and through close cooperation with the manufacturer. Fully electric vehicles accounted for a 17.8% share of the market in Switzerland in 2022, and AMAG extended its market lead with 12,458 newly registered fully electric vehicles last year – a 27.6% increase. New mobility concepts and service offers – such as single-provider driving and charging – and the promotion of dealership service quality with respect to EV advice and maintenance will play an increasingly important role. AMAG is consistently seeking to reduce fuel consumption per kilometre driven for the transportation of goods and the provision of services. Cooperation with AMAG's dealerships and distribution network in relation to sustainability was also enhanced during the reporting year.

As in the field of energy, progress is managed and controlled with reference to Group key performance indicators, which are reported quarterly. The topic of waste has been a new material topic since reporting year 2022 and will likewise be integrated into the KPI cockpit in future. The reporting process is incorporated into Group Controlling in order to guarantee consistent ESG reporting. AMAG Import AG and mobilog AG have implemented an environmental management system according to ISO 14001:2015. The targets formulated within it are consistent with AMAG's overarching sustainability goals, as set out above. AMAG has devised an offsetting and elimination strategy for the remaining emissions. In order to set standards internally, projects are allocated an internal CO<sub>2</sub> levy of CHF 120 per tonne of CO<sub>2</sub>. The proceeds flow into the AMAG climate fund and are invested in climate-friendly measures and partnerships. For example, there is close cooperation with Synhelion, which uses solar energy to convert CO<sub>2</sub> into synthetic fuels. Synthetic fuels will also enable classic cars to be operated using renewable fuels, and thus to become climate-neutral.

305-1

## **Direct (Scope 1) GHG emissions** ☑

See table for details: AMAG greenhouse gas emissions, scope 1, 2 and 3, page 67

305-2

## **Energy indirect (Scope 2) GHG emissions** ☑

See table for details: AMAG greenhouse gas emissions, scope 1, 2 and 3, page 67

## Other indirect (Scope 3) GHG emissions

See table for details: AMAG greenhouse gas emissions, scope 1, 2 and 3, page 67

in tonnes of CO <sub>2</sub> -e	2020	2021	2022
<b>Total scope 1 emissions</b>	<b>27,332</b>	<b>22,104</b>	<b>19,605</b>
Heating oil	2,429	1,726	2,535
Natural gas	4,863	4,937	3,712
Propane	0	50	202
Diesel	10,866	6,736	5,166
Petrol	9,108	8,380	7,936
of which biogenic emissions			
Biogas	66	275	54
<b>Total scope 2 emissions</b>	<b>805</b>	<b>880</b>	<b>857</b>
Electricity (non-renewable source according to Swiss electricity mix)	188	284	310
District heating	617	596	547
<b>Total scope 1 and 2 emissions</b>	<b>28,137</b>	<b>22,984</b>	<b>20,463</b>
<b>Total scope 3 emissions</b>	<b>3,253,861</b>	<b>3,001,500</b>	<b>3,010,055</b>
Emissions from business activities and operations (emissions from purchased goods, services, waste, business travel, overnight hotel stays and investments)	517,739	560,479	919,098
Emissions from vehicles sold, including usage phase	2,736,121	2,441,021	2,090,957
<b>Total scope 1, 2 and 3 emissions</b>	<b>3,281,998</b>	<b>3,024,484</b>	<b>3,030,518</b>

AMAG greenhouse gas emissions, scope 1, 2 and 3

Calculated according to the Greenhouse Gas Protocol (GHGP) policy.

**Method:** in the base year 2019, the total scope 1, 2 and 3 emissions were 4,113,168 tonnes of CO<sub>2</sub>e, of which scope 1 and 2 emissions 31,558 tonnes of CO<sub>2</sub>e, and scope 3 emissions 4,081,611 tonnes of CO<sub>2</sub>e. The base year chosen was 2019, in order to reflect the conditions of as normal a business year as possible as a reference for the reduction drive. The AMAG Group's greenhouse gas emissions data was collected retrospectively for the years 2019, 2020 and 2021 for the first time in 2022 (operational control approach). The data collection method was defined more precisely in the reporting year. The scope 3 emissions were calculated on the basis of input data for all relevant categories according to GHGP. The calculation is based on a series of methods tailored to the data situation. The scope 3 emissions, category 1 and 2, were calculated based on the costs and the sectoral categorisation of expenditure according to the Carnegie-Mellon method; suitable emissions factors and approaches derived from literature and the field were used for the other categories. For the

scope 1 and 2 emissions, the consumption quantity data was collected at site level and through a direct survey at the supplier premises (for more information, see GRI 302-1 on page 64 of this report). For all categories, the survey of scope 3 emissions is based on specific input data that is factorised and calculated in accordance with the GHGP requirements. Tool-based screening was conducted for the calculation of category 15, Investments.

**Scope 1:** direct greenhouse gas emissions, arising from the usage of diesel and petrol company vehicles or heating.

**Scope 2:** indirect greenhouse gas emissions, arising from the production of electricity and district heating purchased.

**Scope 3:** indirect greenhouse gas emissions arising within upstream or downstream business activities in the value chain. The emissions from the sale of vehicles have been calculated on the basis of type-specific vehicle data according to the standard in accordance with the Worldwide Harmonized Light Vehicles Test Procedure (WLTP), with an assumed mileage of 200,000 km. WLTP figures were not consistently available for the year 2019. New European Driving Cycle (NEDC) figures were used for this period. It was possible to use only WLTP figures for reporting year 2022. Investments in non-fully consolidated entities were also taken into account (excluding Helion Energy AG which will be integrated into the greenhouse gas inventory in 2023).

**Emissions factors:** the emissions factors used for the conversion into greenhouse gas emissions were those set out in the fact sheet of Switzerland's Greenhouse Gas Inventory (FOEN 2022), the document entitled "Greenhouse Gas Emissions of the Electricity and District Heating Mix Switzerland according to the GHG Protocol" published by Treeze (2017) as well as global average figures contained in the World Input-Output Database (WIOD). Emissions taken into account include CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O. Biogenic emissions were caused by the consumption of wood chips and biogas (see Disclosure 302-1 in this report). According to the fact sheet of Switzerland's Greenhouse Gas Inventory, emissions resulting from the consumption of wood chips do not result in any declarable CO<sub>2</sub> emissions. The same CO<sub>2</sub> emissions factor as the one used for fossil fuel natural gas was used in order to calculate biogenic emissions from the burning of biogas.

## Reduction of GHG emissions

Compared to the base year 2019, overall emissions of the AMAG Group have fallen again. For scope 1 and 2, this is attributable above all to efficiency gains in building and heating technology, although also to the increasing electrification of the company's own fleet and the associated reduction in petrol and, in particular, diesel consumption. Electricity consumption increased for the same reason. The increase in heating oil is due to increased purchases of heating oil at the end of 2022 on account of the energy crisis. As a result of this, increased energy-saving measures were introduced from autumn 2022, which explains further falls, such as in the case of natural gas. The total scope 3 emissions increased slightly, firstly due to the detailed method for calculating the emissions categories in accordance with GHGP (see method on page 67 in this regard), secondly due to the fact that commuting emissions are now also taken into account. Emissions due to business trips increased slightly compared to the previous year. Emissions due to the sale of vehicles fell further, and the percentage of plug-in vehicles and fully electric vehicles rose further in 2022 compared to 2019, as it did in 2021. Comprehensive coverage for Disclosure 305-5 is currently being put in place and is planned for the next reporting year.

# GRI 306

## Effluents and Waste

3-3

### Management of material topics

Avoiding waste and disposing of used materials correctly, or recycling them, is a top priority for AMAG, which is a member of the Auto Recycling Switzerland Foundation.

The major waste categories are in our garage operations and particularly include old tyres, engine oil, transmission fluid, starter batteries, scrap iron and steel, and cardboard waste.

The demand for lithium-ion batteries is rising continually as mobility becomes increasingly electrified. Used batteries, classified as hazardous waste in Switzerland, are subject to a pre-paid disposal charge administered by the Interest Organisation for Battery Disposal (INOBAT). Correct handling and correct disposal can also help conserve resources such as lithium.

AMAG has an established waste system for all waste categories. In collaboration with a professional disposal company, waste quantities are disposed of, recycled or reused in accordance with the Ordinance on the avoidance and disposal of waste (ADWO) issued by the Federal Office for the Environment (FOEN).

As regards the handling of high-voltage batteries, AMAG has aligned itself with the auto-schweiz industry solution, which has been recognised by FOEN and by INOBAT (came into force in summer 2022, valid until the end of 2023). The Swiss industry solution for the take-back and recycling of lithium-ion batteries is provided by the sestorec cooperative. In order to meet the requirements of this industry solution, AMAG has established a process that clearly regulates the handling of batteries, which includes the following vehicle categories: Battery Electric Vehicle (BEV), Hybrid Electric Vehicle (HEV) and Plug-in Hybrid Electric Vehicle (PHEV).

Furthermore, all batteries in the above categories put into circulation must be reported to sestorec, including performed repairs, reuse, continued use and disposal.

For the recycling of high-voltage batteries and individual battery modules, AMAG also uses the aforementioned waste system, with which we ensure that both transportation and recycling are carried out by certified partners. This takes into account more stringent requirements regarding packaging and transportation, including for critical batteries and battery modules.

In exceptional cases, the manufacturer also requests the return of defective batteries or battery modules for analysis purposes. In these instances, AMAG Import AG organises transportation, including the required customs forms, together with the manufacturer.

The primary objectives are to create an efficient recycling process and to ensure that as many return materials from the batteries and battery modules as possible are processed for recycling.

The EU is working on regulations to this effect, with the goal of giving the manufacturers clear requirements regarding the percentages of materials that need to be recycled.

306-1

## **Waste generation and significant waste-related impacts**

Waste quantity data collection is currently under development. For initial figures regarding the impacts of waste generation, see Management of the material topics 306 Effluents and Waste on page 70 of this report.

306-2

## **Management of significant waste-related impacts**

See Management of the material topics 306 Effluents and Waste on page 70 of this report.

306-3

## **Waste generated**

Waste quantity data collection is currently under development.

306-4

## **Waste diverted from disposal**

Waste quantity data collection is currently under development.

306-5

## **Waste directed to disposal**

Waste quantity data collection is currently under development.

# GRI 404

## Training and Education

3-3

### Management of material topics

AMAG is aiming to become the leading provider of sustainable individual mobility. In order to achieve this goal, the company needs technically skilled, committed, innovative and motivated employees. Professional training as well as regular employee qualification and development play a central role in this regard. AMAG ensures the employability of its workforce through comprehensive, needs-based education and training – whether by the AMAG Academy or by Leadership & Development.

#### **Policies, responsibilities and regulatory requirements**

Training and education is regulated in appropriate training and education regulations. AMAG supports the principle of lifelong learning with generous contributions to the costs of business-related training and education. All training offered is essentially available to all employees, irrespective of gender, function or age.

Responsibility for training and education lies with the AMAG Academy as regards any training with job relevance and technical training or with the Leadership & Development department as regards management training and staff development.

#### **Structure of the training and education programmes**

The training and education offered by AMAG is constantly reviewed and adjusted in line with the strategic needs of the business with respect to future skills. A focus is placed on hands-on learning, which has proved to be particularly effective and efficient.

The quality of training and of the trainers used is regularly reviewed with reference to feedback from participants. Any content considered to be unsatisfactory is revised, and unsatisfactory providers are replaced by other specialists. Needs are identified systematically during the annual employee review. This gives AMAG the opportunity to react very quickly and in advance to changing needs and to adjust the offering.

### **Digitalisation and development of a digital and agile mindset**

The changes brought by digitalisation are also influencing how the car industry operates and are affecting – in some cases fundamentally – how work will be performed in future. In order to prepare employees for these changes, new forms of digital learning are being used (both online and blended learning), which have been particularly popular. In addition to this, digital coaches are trained throughout the organisation to further promote this issue amongst the workforce. Special attention should be also paid in this regard to AMAG management staff, who are exemplary in implementing and driving forward digital change along with their teams. The training offered to managers (Leadership Basic, new managers@AMAG and, from 2023, also the new Advanced Leadership programme) reflect this trend and address topics such as new work, hybrid leadership and the creation of psychological safety, etc.

### **Talent management**

Alongside the needs-based training and education offerings, strategic talent management is another very important way of identifying, developing and retaining highly qualified employees. Talents are systematically identified each year at AMAG through wide-ranging employee reviews. Talents will not only have an extraordinary performance record, they will also have a personal desire to evolve and take on new responsibilities. All talents receive a personal development plan (PDP), which sets out in detail the next career steps and the necessary training. Talents within business units are discussed in general terms at what AMAG calls “talent conferences”. This ensures that talents are systematically moved into available positions and that key roles are filled with appropriate talents.

404-1

## **Average hours of training per year per employee**

Each year, AMAG invests in the development of its employees and offers a broad spectrum of training formats and learning resources. Arrangements are currently being made to collect data relating to the number of hours of training completed per person each year.

## Programs for upgrading employee skills and transition assistance programs

### **Diverse training and education opportunities**

AMAG employees can register directly via learning platforms (Learn, REXX) for all training offered. A focus is placed on specialist, methodological and management skills, personal and social skills, auto-related technical expertise, sales knowledge, project management, IT application skills and foreign languages. In addition, specific programmes are developed for individual departments, teams or business units upon request or where required. For example, these include telephone training for call centre employees or specific management training for management staff at lower levels of responsibility. Training is also offered in relation to new regulations and issues such as risk management, auditing and compliance as well as data protection and occupational health and safety.

AMAG developed the long-term empowerment (LTE) programme in order to ensure that older staff also remain fit for work for as long as possible. This involves providing specific opportunities concerning digital, physical and mental fitness for employees over 50. The mentoring programme was set up successfully in 2021. Here, experienced management staff share their knowledge and know-how with younger management staff, thereby supporting them in their development.

AMAG regards training younger generations and promoting young talent as being particularly important. It is one of the leading training centres in Switzerland. More than 700 trainees are currently completing apprenticeships in 13 different professions, from the workshop through logistics to retail trade and office work. Around 10% of trainees also receive special support through the Young Talents programme. In order to enable all trainees to be properly trained, their professional trainers complete annual advanced training modules.

### **Performance reviews**

AMAG requires mandatory annual employee reviews in which individual training and career planning is discussed and planned. Checks carried out by the HR department identified a completion rate of 99% in 2022.

## Percentage of employees receiving regular performance and career development reviews

	2020	2021	2022
Proportion of employees who receive a performance review	79%	77%	75%
Proportion of men who receive a performance review	79%	77%	76%
Proportion of women who receive a performance review	75%	75%	74%
Proportion of sales employees who receive a performance review	98%	95%	93%
Proportion of administrative employees who receive a performance review	75%	74%	74%
Proportion of workshop and warehouse employees who receive a performance review	73%	71%	69%

# GRI 405

## Diversity and Equal Opportunity

3-3

### Management of material topics

AMAG recognises that mixed teams offer a variety of ideas and perspectives. They are able to devise better solutions and provide better services to customers. AMAG considers diversity as offering a major opportunity for achieving better reciprocal understanding as well as a respectful and lively culture. During the reporting year, 83.3% of AMAG employees were men and 16.7% were women, with 71 different nations represented.

#### **More diversity through flexible working models and the promotion of part-time work**

Diversity and equal opportunities are important elements of the company's strategy. All employees have the same opportunities for career development – irrespective of age, nationality, private life or family status. The HR department defines measures within the ambit of the diversity strategy for promoting diversity and equal opportunities. These include flexible working models, the option of working from home and the promotion of part-time work across all functions, for example.

In 2022, AMAG declared an ambition to boost the number of women in the workforce. We would like to double the proportion of female trainees to 20% by 2025 and have over 25% of management positions occupied by women by 2028.

#### **Promoting equal opportunities**

Overall, AMAG increased the percentage of women in the workforce compared to the previous year. In 2022, women accounted for 16.7% of all employees, 15% of management staff and 11.7% of trainees.

AMAG wishes to increase gender and generational diversity over the coming years by implementing a comprehensive package of measures. All measures will be based on business-specific targets and regular assessments. A major focus will be placed on attractiveness for and recruitment of diverse employee profiles, the active promotion of part-time work and job-sharing arrangements as well as the establishment of lifelong learning and career-jumper programmes.

## Diversity of governance bodies and employees

	2020	2021	2022
<b>Board of Directors</b>	<b>6</b>	<b>5</b>	<b>6</b>
Women	1	1	1
Men	5	4	5
<b>Executive Board</b>	<b>12</b>	<b>14</b>	<b>14</b>
Women	1	1	2
Men	11	13	12
Aged 30 or under	0	0	0
Aged between 30 and 50	2	6	7
Aged over 50	10	8	7
<b>Other senior management</b>	<b>17</b>	<b>17</b>	<b>16</b>
Women	1	1	1
Men	16	16	15
Aged 30 or under	0	0	0
Aged between 30 and 50	6	4	3
Aged over 50	11	13	13
<b>Total employees</b>			
	2020	2021	2022
<b>Total</b>	<b>6064</b>	<b>6224</b>	<b>6562</b>
Women	969	1014	1092
Men	5095	5210	5470
<b>Employees aged 30 or under</b>	<b>2128</b>	<b>2171</b>	<b>2345</b>
Women	340	351	386
Men	1788	1820	1959
<b>Employees aged between 30 and 50</b>	<b>2693</b>	<b>2772</b>	<b>2885</b>
Women	451	474	500
Men	2242	2298	2385
<b>Employees aged over 50</b>	<b>1243</b>	<b>1281</b>	<b>1332</b>
Women	178	189	206
Men	1065	1092	1126

As at key date 31 December in each case.

## Ratio of basic salary and remuneration of women to men

In 2020, AMAG arranged for a comprehensive salary equality analysis to be conducted by an external provider. The "Fair ON Pay" analysis was conducted by Comp-On AG with the aim of establishing salary equality at the company level using the federal government's salary equality tool (Logib). Experts conducted analyses according to a systematic process based on employee data. The main analysis and all sub-analyses confirmed with a high degree of confidence that the AMAG Group and all sub-entities employing more than 100 employees were clearly complying with requirements regarding equal pay for equal work between women and men in line with current Logib parameters. In obtaining this certification, AMAG has not only gone considerably further than the review required by law but has also achieved a result above the tolerance range of 5% set by law. There is therefore no statistical evidence of discrimination.

# GRI 206

## Anti-competitive Behaviour

3-3

### Management of material topics

AMAG is committed to fair competition and ethically and legally proper conduct – at all times and without any reservations. In order to ensure this, AMAG has issued a Code of Conduct specifying the most important principles, which are binding for AMAG employees. This also includes strict compliance with the Swiss Cartel Act (CartA; Bundesgesetz über Kartelle und andere Wettbewerbsbeschränkungen – KG). All employees have committed in writing to complying with the AMAG Code of Conduct. A strict zero-tolerance policy applies in relation to illegal agreements affecting competition. This principle is communicated regularly and actively, for instance during employee meetings, management presentations and on the Intranet. Complaints and incidents can be reported via an independent reporting body.

The Code of Conduct forms part of a comprehensive compliance programme under the management of the AMAG Legal & Compliance department. Legal & Compliance issues Group-wide policies concerning various issues in the area of compliance, which are likewise binding. The policy on antitrust law can be consulted by all employees at any time. Targeted training programmes provide support to AMAG employees in complying with all legal requirements.

In total, the Legal & Compliance department has provided in-person training concerning antitrust law to more than 2000 employees. Training and awareness-raising measures concerning antitrust law are regularly provided for the management team at AMAG Automobil und Motoren AG. The issue of compliance, and in particular antitrust law, is also a fixed aspect of AMAG internal training for new management staff.

In addition, AMAG has rolled out an e-learning module concerning the AMAG Code of Conduct, which is mandatory for all employees and also addresses the issue of antitrust law. At present, this has been completed by over 6000 employees. All employees who have completed the compliance training sign a written declaration in which they undertake to adhere strictly to antitrust law. Management staff and employees working in sales sign this declaration every year.

## Legal actions for anti-competitive behaviour, antitrust and monopoly practices

The investigation by the Swiss Competition Commission, opened in 2018 against AMAG Group AG, AMAG Automobil und Motoren AG and various other licensees of the Volkswagen brands in the canton of Ticino, was completed in reporting year 2022. Automobil und Motoren AG and six other car dealers made illegal agreements affecting competition in the canton of Ticino between 2006 and 2018. The AMAG companies cooperated fully during the investigation and accepted the sanction issued.

No other legal actions for anti-competitive behaviour were pending or opened in the reporting year.

AMAG is doing everything possible to avoid such behaviour in future. AMAG is committed to fair competition and ethically and legally proper conduct – at all times and without any reservations. In order to ensure this, AMAG has issued a Code of Conduct specifying the most important principles, which are binding for AMAG employees. This also includes strict compliance with the Swiss Cartel Act (CartA; Bundesgesetz über Kartelle und andere Wettbewerbsbeschränkungen – KG). All employees have committed in writing to complying with the AMAG Code of Conduct. A strict zero-tolerance policy applies in relation to illegal agreements affecting competition. This principle is communicated regularly and actively, for instance during employee meetings, management presentations and on the Intranet. Complaints and incidents can be reported to an independent reporting body.

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In addition, AMAG has rolled out an e-learning module concerning the AMAG Code of Conduct, which is mandatory for all employees and also addresses the issue of antitrust law. At present, this has been completed by over 6000 employees.

AMAG has also implemented a whistle-blower portal that can be used to report observed or suspected compliance violations – anonymously if required. All reports are investigated, with any necessary action being taken.

# GRI 403

## Occupational Health and Safety

3-3

### Management of material topics

Avoiding safety risks and ensuring the health and safety of all employees is extremely important for AMAG. These aspects are monitored centrally by HR and the Head of Health and Safety. Requirements differ depending upon the field of business and the working environment. Each site has its own health and safety officer, who provides support in carrying out checks and compliance with the requirements. Implementation is supplemented at all sites by a structured and actively pursued training concept.

403-1

### Occupational health and safety management system

Implementation of FCOS Directive 6508 on the appointment of occupational physicians and other occupational safety specialists has been mandatory in Switzerland since 1 January 2000. The Directive is based on the Accident Insurance Act (AIA; Bundesgesetz über die Unfallversicherung – UVG) and the Ordinance on the Prevention of Accidents and Occupational Diseases (APO; Verordnung über die Verhütung von Unfällen und Berufskrankheiten – VUV). It sets out the duties of employers as regards the appointment of occupational safety specialists: In accordance with generally applicable duties (Articles 3–10 of the APO and Articles 3–9 of Ordinance 3 to the Employment Act [EmpO 3; Verordnung 3 zum Arbeitsgesetz – ArGV 3]), all AMAG businesses identify any hazards arising for the health and safety of employees and take any required protective action and issue any instructions in accordance with the state of the art. AMAG examines preventive actions taken as well as protective equipment at regular intervals, in particular in the event of any operational changes. AMAG Group AG has its own operational safety system including its own occupational health and safety specialist, which complies with FCOS Directive 6508 and has also been certified by the FCOS.

## Hazard identification, risk assessment, and incident investigation

AMAG is obliged to take action to prevent accidents and damage to health. As a result, hazards and stress factors must be identified in all businesses. Action is planned on the basis of the hazards identified. Hazards are systematically identified each year by site health and safety officers according to our safety system (ASA control) using hazard identification checklists.

All unintended events such as accidents, near misses and damage to property are systematically recorded and clarified in order to avoid similar events in the future and to ensure the continual improvement of the operational safety system.

In terms of safety, the planning of any action always endeavours to determine the protective action that can most effectively neutralise any hazard identified. The STOP approach classifies protective action according to efficacy and shows what type of action is preferable. By applying the STOP approach, employees can protect themselves against injury or illness. STOP is also easy to remember and essentially entails stopping, thinking and assessing the situation before acting. This reflects the core idea behind STOP.

### STOP

<b>S</b>	Substitution	Replace a hazardous product with a less hazardous product
<b>T</b>	Technical	Use safety devices (rails, coverings, etc.)
<b>O</b>	Organisation	Ban on access to hazardous areas, work instruction, establishment of controls
<b>P</b>	Person	Protection with PPE, individual training

## Occupational health services

The AEH Centre for Occupational Medicine provides occupational medicine services in accordance with Swiss law (FCOS Directive 6508) as well as other in-house medical services within the ambit of services under the AMAG Group Operations Solution. The various aspects of occupational medicine are regulated in chapter 9 (and the annexes) of the AMAG Group Operations Solution. The services include the following aspects:

- Implementation of risk and hazard assessments at collective level
- Provision of advice to the employer (Management Board and line managers) and employees concerning occupational health and safety (including consultation sessions)
- Development of proposals to prevent accidents and occupational illnesses and to remove hazards
- Organisation of first aid, emergency medical care and rescue
- Assessment of health and safety protection aspects from an occupational medicine perspective
- Investigation of workplace conditions with respect to the prevention of occupational illnesses
- Initial examinations and check-ups in order to assess employees' fitness for their future or current activities (upon request)
- Provision of advice in relation to medical and professional rehabilitation and reintegration of employees (upon request)
- Conducting of maternity risk assessments

The AEH has an occupational medicine team composed of six specialist doctors (a detailed list can be downloaded from [sgarm.ch/wordpress](http://sgarm.ch/wordpress)) along with further specialist medical staff in order to perform its tasks. AEH holds all licences required in order to carry out its activities.

All medical data is subject to doctor-patient confidentiality and is handled in accordance with data protection requirements. AEH uses specially secured occupational medicine software for this purpose (ISISMED).

## Worker participation, consultation, and communication on occupational health and safety

Employees of AMAG or their representatives and the competent managers have specific rights of involvement in accordance with Article 10 of the Employee Participation Act (EPA; Bundesgesetz über die Information und Mitsprache der Arbeitnehmerinnen und Arbeitnehmer in den Betrieben – MwG), Article 82(2) of the AIA, Article 6a of the APO, Article 6 of the Employment Act (EmpA; Bundesgesetz über die Arbeit in Industrie, Gewerbe und Handel – ArG) and Articles 5 and 6 of the EmpO 3. These include the right to be heard comprehensively at an early stage as well as the right to submit proposals before AMAG as an employer takes a decision. The employer must provide reasons for its decision in the event that it does not take account of the employee's objections or proposals, or only does so in part.

There is involvement at the senior management level (AMAG Management Board) in the form of an employee representative and an occupational health and safety expert, called the ASA specialist. The employee representative and the ASA specialist are fully incorporated into the Steering Committee at the senior management level.

At the level of AMAG businesses, employee involvement has the aim, amongst other things, of promoting dialogue at work, thereby contributing to positive engagement between the employer and its employees. Well-informed employees identify more strongly with the business, which also has a knock-on effect in terms of motivation and productivity.

Employees have a right of involvement in the following areas:

- All working conditions, where related to occupational health and safety (e.g. arrangement of working areas and workspaces; arrangement of machinery and equipment; organisation and configuration of work)
- Transfer of the business to a third party
- Large-scale redundancies

Employee involvement is regulated in chapter 8 (and the annexes) of the AMAG Group Operations Solution.

## Worker training on occupational health and safety

Knowledge and know-how are necessary in order to act in accordance with health and safety requirements. All employees must be duly informed during ordinary working hours in line with their level of responsibility and must receive regular education and training in order to perform their tasks. All employees must be informed concerning hazards and stress factors within the business and know how to take appropriate action to ensure safety.

New employees must undergo induction promptly after they have started work. Particular consideration must be given to trainees and temporary employees.

The induction of new employees must cover the following:

- Objectives
- Hazards within the business
- Duties and rights
- Necessary action
- The situation regarding absences, accidents and illnesses
- What to do in the event of an emergency

## Promotion of worker health

The protection of health at work is regulated in Article 6 of the EmpA. EmpO 3 sets out the following minimum requirements:

AMAG must take any action that is necessary in order to ensure and enhance the protection of health and to guarantee the physical and mental health of employees.

The following measures, among others, were implemented in the reporting year:

- **“Riding with lights on during the day”** (daytime running lights for e-bikes)
- **“Ergonomic workstations”** (tips on how to work correctly at a desk)
- **“Gsund@AMAG snack”** (the top three businesses for health and safety get a snack from gsund@amag)
- **“Helix rennt”** (jogging together)
- **“AMAGtiv fitness area”** (fitness offering at the Cham site)
- **“AMAG Tennis Club”**
- **“B2Run company run in Zug”**
- **“AMAG Lightnings”** (ice hockey-loving employees have been part of AMAG Lightnings, our own club, since 2014)
- **“Fitness area”** (fitness offering at various sites)
- **“Vitalmenu”** (special menu in the “timeout” employee restaurant at the Cham site)

403-7

## **Avoiding and mitigating implications for occupational health and safety directly related to business operations**

Staff not employed by AMAG may be appointed to work at trade fairs or to provide the Chauffeur Drive service. These staff are also subject to stringent statutory requirements laid down in FCOS directives for outsourced staff as well as internal health and safety requirements. For details, see Occupational health and safety management system 403-1 on page 82.

403-8

## **Workers covered by an occupational health and safety management system**

All AMAG employees are covered by the AMAG Health and Safety Group Operations Solution.

## Work-related injuries

		2020	2021	2022
For all AMAG employees	Number of deaths due to work-related injuries	0	0	0
	Rate of deaths due to work-related injuries	0.0000	0.0000	0.0000
	Number of work-related injuries resulting in an absence longer than 6 months	2	1	4
	Rate of work-related injuries resulting in an absence longer than 6 months	0.0416	0.0197	0.0767
	Number of reportable work-related injuries (including deaths resulting from work-related injuries)	322	360	384
	Rate of reportable work-related injuries (including deaths resulting from work-related injuries)	6.6966	7.1009	7.3588
	Number of hours worked	9,616,764	10,139,494	10,436,515
	For all non-employee staff whose work and/or workplace is nonetheless under AMAG control (e.g. event hosts)	Number of deaths due to work-related injuries	0	0
Rate of deaths due to work-related injuries		0	0	0
Number of work-related injuries resulting in an absence longer than 6 months		0	0	0
Rate of work-related injuries resulting in an absence longer than 6 months		0	0	0
Number of reportable work-related injuries (including deaths resulting from work-related injuries)		3	0	0
Rate of reportable work-related injuries (including deaths resulting from work-related injuries)		3.4219	0.0000	0.0000
Number of hours worked		175,339	118,179	130,699

The figures stated reflect the position as at 31 December in each case. However, the underlying figures also frequently change retrospectively where reports are submitted at a later date. All rates have been calculated assuming a total of 200,000 hours worked. Commuter accidents are included in the figures, but cannot currently be calculated separately due to the way in which data is collected internally.

# GRI 418

## Customer Privacy

3-3

### Management of material topics

The AMAG Group is committed to its responsibility to handle the personal data of employees and customers with care. Using such data offers great potential for the AMAG Group. At the same time, the AMAG Group has a responsibility to comply with the applicable data protection requirements and to uphold and protect the personal rights of its employees and customers. For this purpose, the AMAG Group has set up a Group-wide data protection organisation. This ensures data protection compliance throughout the business, for instance by adopting policies, through training and awareness-raising initiatives for employees, and by regularly reviewing and updating relevant processes in line with applicable data protection requirements.

418-1

### Substantiated complaints concerning breaches of customer privacy and losses of customer data

No substantiated complaints were made concerning data theft or loss in 2022.

## Product ecology

This report has been produced in a sustainable manner, which involves printing in a way that saves resources.

- By optimising formatting, paper wastage has been reduced by around 40%.
- Refutura GSM, the type of paper used to print this report, is made of 100% recycled paper and is climate-neutral and certified by Blue Angel, FSC and Nordic Swan.
- Palamides "Smartflat" technology has been used for the binding, allowing for energy savings of over 50%. In addition, no toxic fumes were generated during processing.
- Only the copies actually required are produced.



### Explore our 2022 report in the online special

This gives you fascinating insights into our company activities and our partnerships as well as exclusive videos featuring external experts.

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### Contact:

Dr Ina Maria Walther, ina.walther@amag.ch

**Realisation:** Heads Corporate Branding AG, heads.ch  
Concept and editing: Dominique Banschbach, Natascha Almeida  
Design and production: Marco Simonetti, Roman von Arx  
Project management: Sina Frank

**"Sustainability in action" texts:** Felix Müller, fmkomm.ch

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### Note

The Sustainability Report has been published in German, English, French and Italian.  
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