

ZWILLING

2020 Sustainability Report

ZWILLING WE CARE





DEAR READER,

On 24 March this year, the Federal Constitutional Court delivered a landmark decision that greatly strengthens the right to environmental preservation that was already enshrined in the German constitution. The court stated that future generations must not disproportionately bear the burden of climate change. With this decision, Germany's highest court is sending a clear signal that sustainability matters.

At ZWILLING, we know that our actions today determine how our planet will look tomorrow. As one of the world's oldest brands, ZWILLING has always thought about the future and focused its business activities on creating sustainable value rather than short-term profits. Otherwise, we would never have succeeded in winning over new generations of customers and becoming a fixture in people's lives for almost three centuries.

Our brands combine quality and durability with a sense of responsibility towards people and our environment. We will continue to improve the sustainability performance of our brands in the future and try to lead by example by setting the tone for an ecologically and socially compatible lifestyle.

This, our first sustainability report, firmly establishes our commitment to sustainability as part of our corporate strategy. This report explains the values upon which this commitment is based, what we have already achieved and where we are headed in the future. Our strategy planning has identified four action fields: Sustainable products and packaging, energy efficiency and environment, supply chain, and employees and social responsibility. Besides describing these action fields in detail, this report also covers our current sustainability activities and sets out our goals for the coming years. From now on, we will publish an annual report explaining how well we have managed to achieve these goals. This report documents our contribution to environmental sustainability and a fair society while at the same time inviting constructive dialogue and action.







Erich Schiffers (Spokesperson) Alexander Gulden Helmar Hipp Klaus Kuhl Sebastian Labud

The Management Board of ZWILLING J.A. Henckels AG



Erich Schiffers, Nina Tubic, Moritz Garbe, Alexander Gulden, Julia Bien, Helmar Hipp, Natalie McLachlan, Michael Otreмба, Sebastian Labud, Klaus Kuhl, Gernot Strehl, Gregor Messner (from left to right and top to bottom)
ZWILLING Management Board and Sustainability Council



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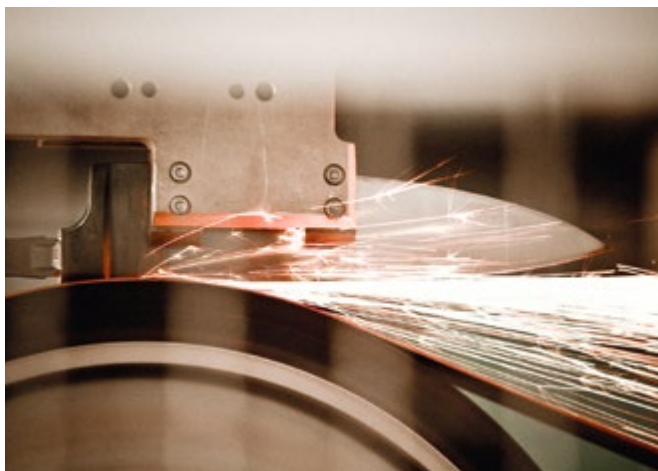
About this report

This report is the first sustainability report of ZWILLING J.A. Henckels AG. It has been prepared in accordance with the Core option of the Global Reporting Initiative's (GRI) Standards. Unless otherwise indicated, the statements made in this report apply to ZWILLING J.A. Henckels AG including its affiliated subsidiaries from the ZWILLING Kitchen division. This report covers the 2020 financial year, which comprises the period from 1 January to 31 December 2020. The editorial deadline was 30 April 2021. The content of this report has not yet been externally audited. This is planned for the next Sustainability Report, which is due to be published in spring 2022.

This report is available in both German and English.



HIGHLIGHTS



For climate-neutral production

Our Solingen production site has been climate-neutral since 2020.



For a more efficient use of resources

We are focused on avoiding wastewater and using renewable energy at our production sites.



Training secures a future

We continued to take responsibility for future generations even during the COVID-19 pandemic and offered young people in Solingen an apprenticeship. ZWILLING has a long history of retaining 100 percent of its trainees as employees.



For a future worth living

Our sponsorship program gives disadvantaged and handicapped children and adolescents in India a perspective for the future.



Against food waste

The new FRESH & SAVE vacuum system keeps food fresh up to five times longer than non-vacuum storage methods. This helps reduce food waste.



For stronger social cohesion

We have been running a training center for socially disadvantaged women and people with disabilities at our site in India since 2011.



Working towards plastic-free packaging

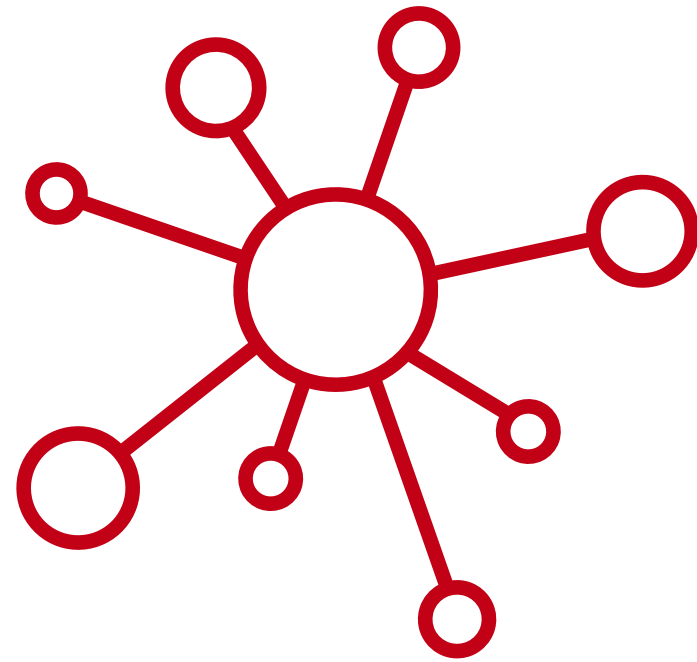
We are gradually switching to sales packaging made from renewable raw materials or recycled plastics. We have been using packaging made from 98 percent recycled material for our knives made in Solingen since 2020.



ZWILLING AT A GLANCE



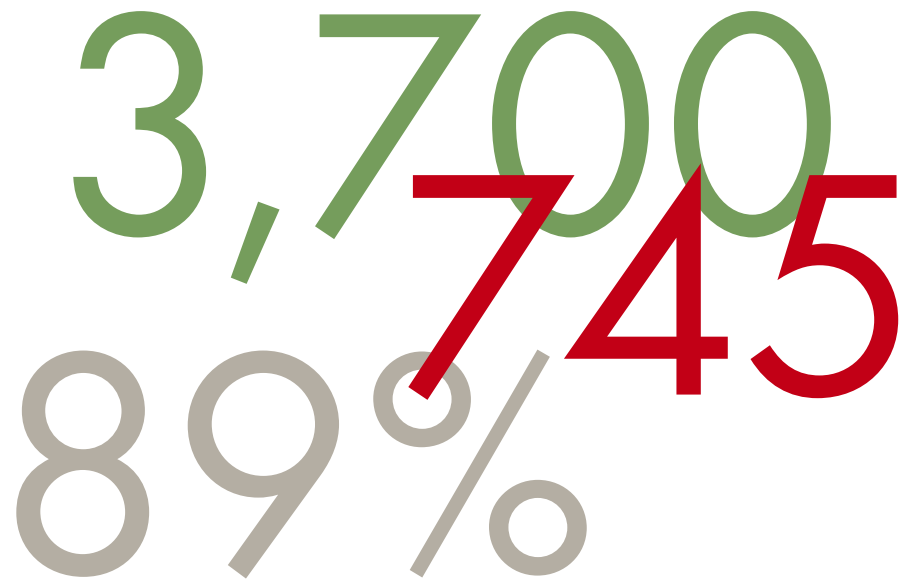
ZWILLING J.A. Henckels AG is a wholly-owned subsidiary of family-run Wilh. Werhahn KG and part of Werhahn's Consumer Goods division.



ZWILLING is organized as a holding company that manages more than 30 subsidiaries both in Germany and abroad, including its own production facilities and distribution companies.



ZWILLING offers high-quality products for modern kitchens. Its broad product range includes knives, cookware, kitchen appliances, vacuum storage systems, cutlery and accessories - analogue, electrical and smart.



Employing around 3,700 people, the company generated revenue of 745 million euros in 2020, with 89 percent of this revenue coming from outside Germany.



We are family

As part of the Werhahn Group, ZWILLING is committed to the Group's corporate values and sees itself as a family business. Our values are shared and lived by all employees under the banner "ZWILLING - We Are Family".



ZWILLING – WE CARE

OUR SUSTAINABILITY STRATEGY

Our vision

Sustainability matters because we all care about the future. We strongly believe that today's decisions and actions have become more important than ever to improve and enhance the livelihood and needs of future generations. As a family owned company with a strong heritage, we are committed to making a difference by contributing to the better.

Our mission

Our mission is to create innovative and sustainable products with minimized impact on the environment, to source mindfully and to make a positive impact in the communities in which we live and work in. We are committed to care about the wellbeing of our employees and to build a diverse, satisfied and happy global team that anchors sustainability in our brand identity.

Our action fields

- Sustainable products and packaging
- Energy efficiency and environment
- Supply chain
- Employees and social responsibility

Governance and business ethics

Our sustainability organization and governance is based on the following main pillars: clear responsibilities, clearly defined targets, continuously ongoing monitoring process and – above all – strong commitment. We act in line with our Code of Conduct and our general principles including Sustainability as a key factor when it comes to business decisions.



OUR TARGETS

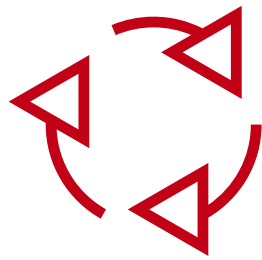
Sustainable products

We want to transform 100 percent of our product portfolio CO₂-neutral and to obtain 100 percent of the wood used for our products from sustainable sources.



Sustainable packaging

We aim to convert 100 percent of our packaging to recyclable or biogenic materials, increase the share of reusable packaging and reduce packaging in general.



Energy efficiency and environment

All our manufacturing sites and our warehouses will be carbon-neutral (Scope 1 & 2).



Employees responsibility

We want to elevate employee engagement and personal development to build a diverse and happy ZWILLING family team worldwide.



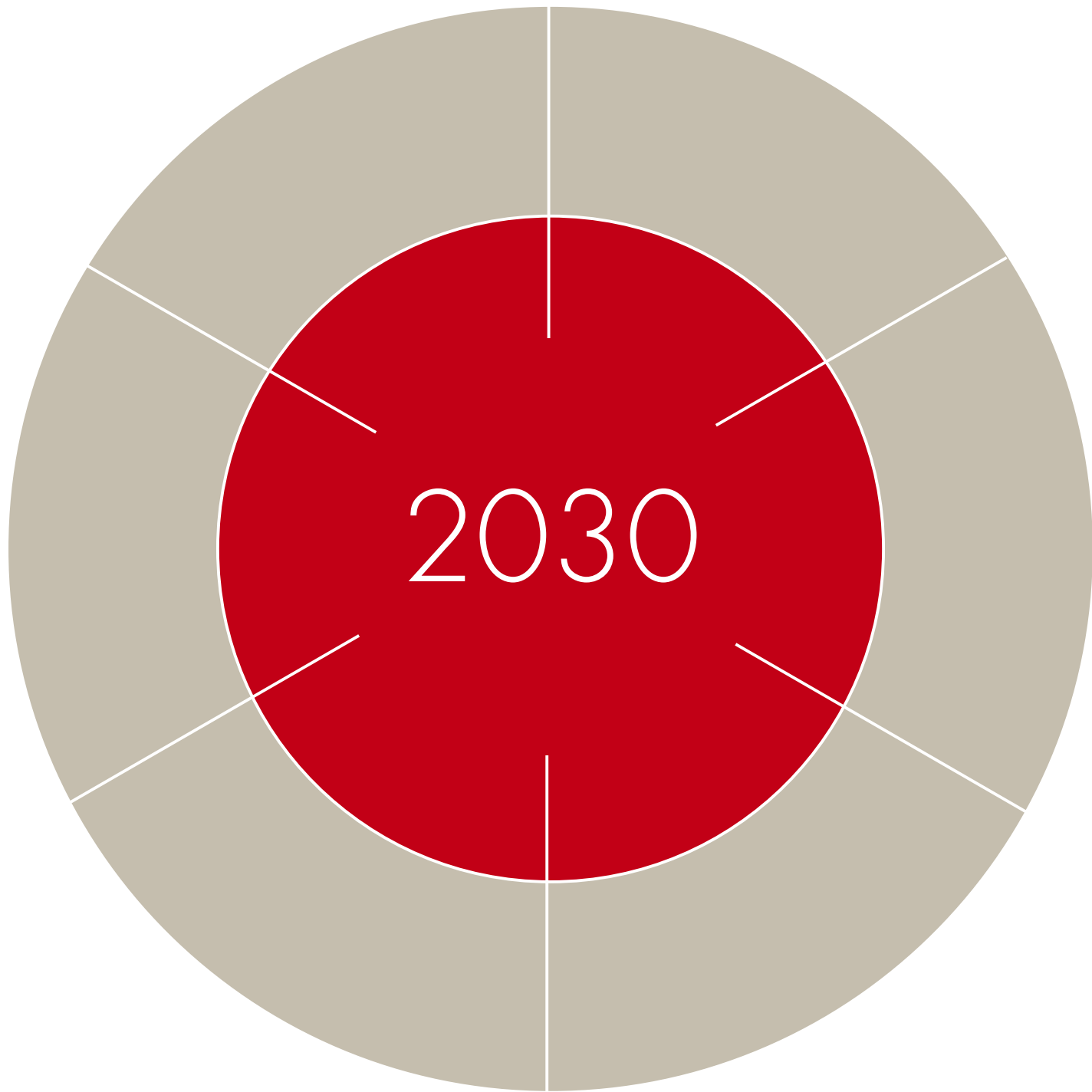
Social responsibility

We want to extend our programs and act as a good corporate citizen at each site we operate.



Supply chain

We will actively develop our suppliers to comply with social and environmental standards set by globally accepted independent organizations.





ZWILLING KITCHEN GROUP

- Rooted in Solingen, yet at home in markets around the world
- ZWILLING's history
- A portfolio with strong brands
- Memberships and initiatives



ZWILLING – Traditional brand and global player

ZWILLING J.A. Henckels AG is a group of companies with an international presence and a history stretching back almost 300 years.

Founded as a knife manufacturer in 1731, ZWILLING has grown from a cutlery specialist in the German city of Solingen to a global provider of premium products for modern kitchens. The company's product range includes knives, cookware, cutlery, small electrical appliances and vacuum storage systems – analogue, electrical and digital. Employing around 3,700 people, the company generated revenue of 745 million euros in the 2020 reporting year, with 89 percent of this revenue coming from outside Germany. ZWILLING is a wholly-owned subsidiary of family-run Wilh. Werhahn KG and part of Werhahn's Consumer Goods division. It is organized as a holding company that manages more than 30 subsidiaries both in Germany and abroad,

including its own production facilities and distribution companies. ZWILLING is led by a five-strong Management Board. This in turn is monitored by the Supervisory Board, whose members are appointed by the owner. As part of the Werhahn Group, ZWILLING is committed to the same values as Wilh. Werhahn KG and we consider ourselves to be a family business. These values are shared and lived by all employees under the banner "ZWILLING – We Are Family".

Rooted in Solingen, yet at home in markets around the world

ZWILLING has been headquartered in Solingen, Germany, since 1731. The Group now operates

another six production facilities in Belgium, Italy, France, China, India and Japan via our subsidiaries. Our range is supplemented to include merchandise primarily sourced from Asia. ZWILLING supplies more than 100 markets worldwide and is represented by more than 20 distribution companies in Europe, Asia, and North and South America. The company's largest markets outside Germany are the USA, China, Japan and Canada. Our products are sold via specialist retailers around the world, as well as in more than 500 ZWILLING stores and shop-in-shops, on various online channels and via distributors. Online retail made up almost 40 percent of total revenue in 2020.

Memberships and initiatives

As an international manufacturer of consumer goods, we are closely involved with numerous institutions and initiatives both in Germany and abroad. Our membership of various organizations and associations gives us valuable ideas for our sustainable development while at the same time offering us the opportunity to initiate change within both our market and society as a whole.

ZWILLING is a member of the amfori Business Social Compliance Initiative (amfori BSCI), while both the company and all of our suppliers are committed to observing the BSCI Code of Conduct. In addition, the company adheres to the standards of the

International Labour Organization (ILO) and the Universal Declaration of Human Rights (UN Charter).

- ZWILLING also supports numerous organizations and is committed to their guiding principles and aims, including
 - the Federation of European Manufacturers of Cookware and Cutlery (FEC)
 - the International Organization for Standardization (ISO)
 - the European Committee for Standardization (CEN)
 - the CHUNO Labour Standards Association (via ZWILLING Japan)



ZWILLING worldwide: 7 plants, 23 companies, 500 stores and shop-in-shops



1731

Peter Henckels registers his new company and ZWILLING as a trademark.



1818

ZWILLING opens its first sales outlet in Berlin.



1851

ZWILLING is represented with its cutting tools at the first World's Fair in London and is awarded a medal right away.



1893

At the Chicago World's Fair with 70,000 exhibitors, the only award handed out goes to ZWILLING.



1938

ZWILLING is granted the patent for the "Küchenhilfe" scissors series, which remains part of its product range even today.



1970

Wilh. Werhahn KG becomes the sole shareholder.



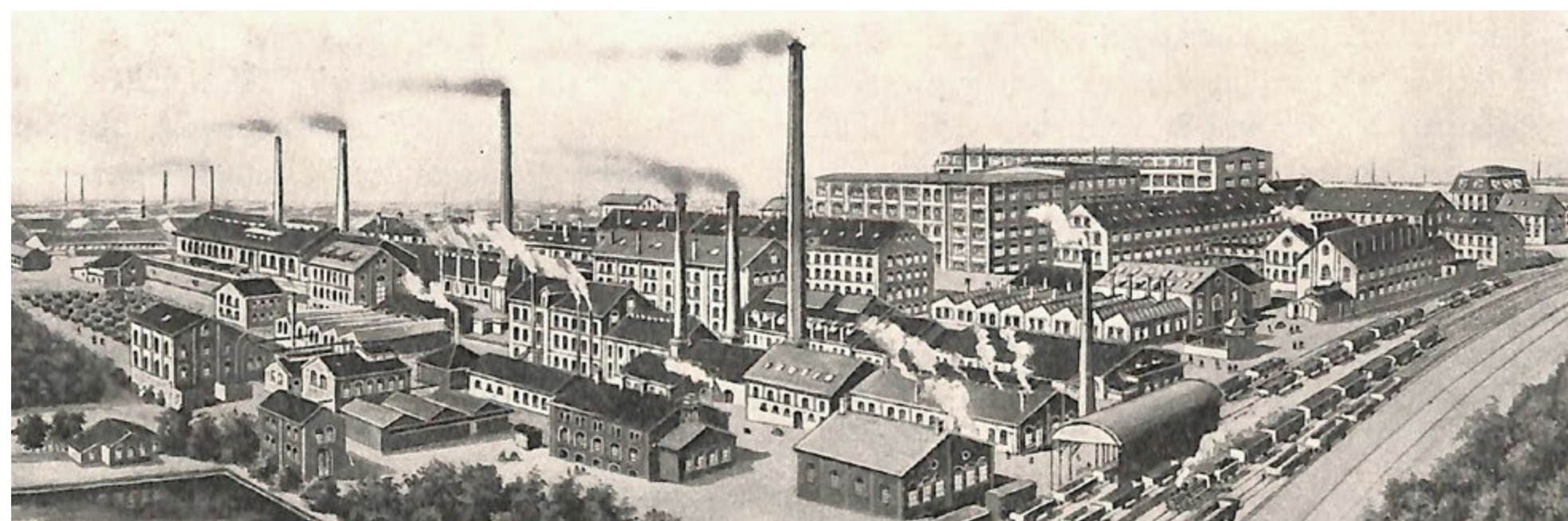
2008

ZWILLING acquires cookware manufacturers STAUB and DEMEYERE.



2015

ZWILLING acquires pan manufacturer BALLARINI.



ZWILLING's history

On 13 June 1731 – under the sign of the zodiac known as Gemini in English or 'Zwillinge' in German – Solingen knifemaker Peter Henckels registered the company's distinctive twin symbol on the town's knifemakers' roll, thus writing the first chapter in what is now a success story that has lasted for 290 years. While growing from an artisan's forge in Germany's Bergisches Land region to a global player, ZWILLING has developed pioneering process technologies, acquired numerous patents and managed to consistently reinvent itself. Today, our long-established brand continues to be authentic and relevant even in the digital world, as we expand its product portfolio to include a growing array of smart applications.

1909

ZWILLING establishes its first subsidiary in the USA.



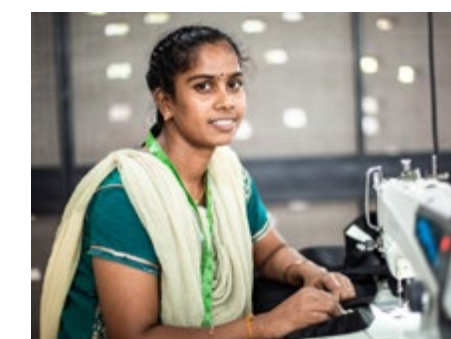
1939

ZWILLING applies for the patent for the ice-hardening process that keeps blades sharp for a long time and makes them ultra-resistant to corrosion.



2011

The ZWILLING Foundation is established at ZWILLING's Indian site.



2020

ZWILLING generates revenue of 745 million euros, a new record high in the company's history. At around 300 million euros, e-commerce accounts for just under 40 percent of total revenue.





A portfolio with strong brands



- Knives & scissors
- Cookware
- Cutlery
- Vacuum storage system
- Kitchen appliances
- Kitchen tools
- Tableware & glasses



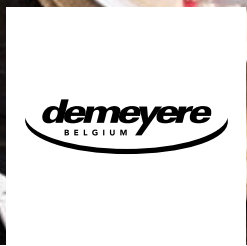
- Cast iron
- Ceramics
- Accessories



- Cookware
- Knives
- Cutlery
- Kitchen tools



- Knives
- Knife accessories



- Cookware
- Frying pans
- Specialties
- Accessories

The company's position as one of the leading players in the premium consumer goods segment is reinforced by our diverse portfolio of brands. The core ZWILLING brand is one of the oldest brands in the world. It is synonymous with uncompromising quality, timeless design and a flair for innovation. The portfolio also includes the STAUB, MIYABI, BALLARINI and DEMEYERE brands. While each brand has its own strengths and traditions, they all share the same passion for creating unique cooking experiences under the guiding principle "We Inspire the Culinary World".



SUSTAINABLE CORPORATE GOVERNANCE

- Our vision
- Value-focused corporate governance
- The ZWILLING compliance system
- Data protection
- Risk management
- The ZWILLING sustainability management
- Our materiality matrix



Making sustainability a tangible experience

The future is in our hands. Our strong brands can help us to drive change and have a lasting positive impact on our environment and society. That is the heart of our vision: to make a difference and to contribute to the better.

Our market is undergoing fundamental changes. New nutritional habits and consumers trends are increasingly drawing attention to health, social and environmental issues. More and more people are reassessing their lifestyles and paying attention to where the ingredients and materials in the products they buy come from, how they are made and whether the use and disposal of these products has an adverse effect on people and the environment. The guiding principle of sustainable consumption is not necessarily to consume less, but to consume differently and consciously. With our durable, high-quality brands, manufacturing processes that conserve resources and a fair supply chain, we already support this concept and are making it a reality. We want to build on this foundation. In the future, we want to document our contribution

to sustainable development more systematically and comprehensively along the entire value chain and set measurable sustainability targets for every area of our business. We want to be the driving force for creating fair, environmentally friendly and resource-efficient production and consumption structures in our market segment. Our aim is for sustainability to become a key feature of our brands, one that shapes the brand experience in a credible and transparent way. At the same time, we want to harness potential opportunities and achieve success in the market with sustainable products, services and strategies. To make these ambitious targets a reality, we initiated the process of developing a group-wide sustainability strategy in 2020. As part of a wide-ranging materiality analysis, we identified

four key action fields that we can substantiate with measurable sustainability targets and initiatives:

- Sustainable products and packaging
- Energy efficiency and environment
- Supply chain
- Employees and social responsibility

Our sustainability policy is guided by the standards of the Global Reporting Initiative (GRI). We also follow the Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 when defining specific measurable company targets. In addition, we are committed to enshrining sustainability as an integral part of our corporate culture, governance and all of our business processes.



Our vision: To make a difference and to contribute to the better

As one of the leading companies in our sector, our commitment to sustainability makes a real difference and is helping to safeguard the future of the environment and our society. We are creating innovative and sustainable products with minimized impact on the environment, to source mindfully and to make a positive impact in the communities in which we live and work in. We are committed to care about the wellbeing of our employees and to build a diverse, satisfied and happy global team that anchors sustainability in our brand identity.



Value-focused corporate governance

ZWILLING sees itself as a family business with clear values and principles. Our system of values outlines what we stand for and how we run our business. It creates a shared identity and provides a framework for our interactions within the team and with business partners and customers.

Our corporate governance is based on clearly defined values. These values provide us with a framework for action, form the basis of our decision-making and set standards for our conduct. As part of the Werhahn Group, we are also committed to the corporate values of Wilh. Werhahn KG. Social responsibility, reliability and personal humility are the cornerstones of the corporate image that guides our actions. Details of our corporate governance principles and guidelines are set out in the Werhahn Code of Conduct. This Code of Conduct is binding for all employees within the Werhahn Group regardless of their role and is implemented on a mandatory basis across all of ZWILLING's business units and subsidiaries. It is based on the following key principles:

Our core principles

- We comply with all legislation and Werhahn Group regulations, particularly applicable occupational safety and environmental regulations.
- We behave with compassion and respect and are honest and loyal. We respect the dignity and personality of each individual and do not tolerate any form of discrimination, harassment or abuse.
- We take responsibility for our actions.
- We act in a way that is sustainable, conserve resources and protect health and the environment.
- We do not tolerate any form of corruption – we do not bribe others or allow ourselves to be bribed.
- We compete fairly and comply with the provisions of competition law.

The Code of Conduct is available in 15 languages. It is supplemented by a handbook containing specific case studies and is conveyed to our employees around the world with the help of electronic training tools.

The ZWILLING compliance system

A group-wide compliance system with clearly defined responsibilities provides a framework for acting in accordance with our values. The ZWILLING Compliance Officer works with those responsible for compliance at our major subsidiaries to coordinate and manage the flow of information across the Group as well as the implementation of effective control mechanisms. In organizational terms, the system is incorporated into the Werhahn Group's compliance network. We regularly check compliance with legislation

and policies with the help of Wilh. Werhahn KG's internal audit team. These checks focus in particular on compliance and integrity in the areas of antitrust law, anti-fraud, anti-corruption, internal policies and data protection. In doing so, we pursue a zero-tolerance approach; this means we do not accept any non-compliance behavior and penalize every infringement. As an international consumer goods manufacturer, we operate in countries with legal systems and business practices that differ considerably from ours. To bring ZWILLING employees around the world in line with our system of ethical values and bring these values to life, we disseminate information and promote communication based on trust and a culture of open discussion. Training workshops and real-world case studies help our employees to see the benefit of our compliance



regulations and prevent conflicts of interest in their day-to-day work. Most training sessions were conducted online in 2020 as a result of the COVID-19 pandemic. Employees can report potential violations of the Code of Conduct via an external helpline and can do so anonymously if they wish.

The Compliance Officer reports to the Supervisory Board once a year on the status of compliance within the ZWILLING Kitchen Group, specific incidents and planned projects. No violations of laws, guidelines, codes or standards were reported in 2020.

Data protection for relationships built on trust

Protecting and securing personal data is essential for forming trusting relationships with our customers, business partners and colleagues and has a high priority for ZWILLING. Initially introduced at ZWILLING J.A. Henckels AG and its German subsidiaries, the company's internal privacy policy was also rolled out to the ZWILLING's European businesses during the year under review. This privacy policy is based on the provisions of the

"The challenge for consumer goods manufacturers is to incorporate the consumer's needs and preferences into their sustainability strategy. I believe that anyone helping people to consume consciously today will have the opportunity to tap into new markets tomorrow."

DR. MEIKE GEBHARD // MANAGING DIRECTOR OF THE UTOPIA SUSTAINABILITY PLATFORM

General Data Protection Regulation (GDPR) and includes provisions for handling personal data in compliance with data protection requirements. During the period under review, we focused on legal and organizational conditions that are relevant when processing customer data. In particular, we amended or completely redrafted the privacy policies for the ZWILLING online shops and the ZWILLING app in consultation with the Data Protection Officer. We also introduced a control process for handling requests from data subjects. We review compliance with these data protection

regulations in the form of self-assessments as well as audits carried out by the audit department of Wilh. Werhahn KG. We did not become aware of any reasonable complaints of privacy violations from customers during the period under review.

Forward-looking risk management

ZWILLING J.A. Henckels AG has established a risk management system based on the requirements of Wilh. Werhahn KG that has contributed significantly to our strategic focus on sustainability. Its early warning system enables us to identify and assess relevant risks according to their level, probability of occurrence and loss amount. At the same time, we take appropriate steps to prevent damage to the company and exploit existing opportunities. The ZWILLING Management Board keeps the Supervisory Board regularly informed about the status of opportunities and risks. The Management Board then decides what risk management strategies are required. From 2021 onwards, risks directly or indirectly resulting from climate change will also be integrated into the risk management system.

Internal control system

Our internal control system (ICS) enables us to identify, reliably document and continuously monitor the process risks of all local units - a crucial element of sustainable corporate governance. These controls are incorporated by those involved in each process within the subsidiaries. They are supported by the ICS representative within each business unit, auditing company KPMG and - in specific cases - by the audit department at Wilh. Werhahn KG. The process owners and

"Steel processing plays a key role in ZWILLING's production process. It also requires a considerable amount of energy. This is where we can leverage energy and resource-efficient processes such as hydrogen produced from renewable sources to realize huge savings potential within the value chain."

DR. ANSGAR WENNEMER // MATERIALS SPECIALIST AT TÜV RHEINLAND LGA PRODUCTS

respective management are responsible for the final documentation, completeness and effectiveness of the controls.

A centrally defined risk control matrix is used to draft the ICS documentation within each company. The relevant organizational units and ICS representatives within the local companies are responsible for quality assurance. ZWILLING formally confirms the effectiveness of the system as part of the auditor's review of the annual financial statements. In the future, a digital software tool will be used to record the control processes. This will enable the risk landscape to be mapped even more quickly and transparently via a web-based platform.

Internal audit

Internal audit is outsourced to the team at Wilh. Werhahn KG. The Head of Audit agrees the audit plan for each individual company with the Werhahn Management Board once a year, taking each business unit into account. The internal audit team is also responsible for ongoing implementation control and reports directly to the Werhahn Management Board.



Our sustainability management

From materiality analysis to performance reporting, the Management Board bears overall responsibility for sustainability within the ZWILLING Kitchen Group. By implementing our goals, we are creating a new sustainability organization with clearly defined functions, responsibilities and powers that are embedded in our corporate structure.

Which sustainability issues are relevant to ZWILLING? What tools can be used to launch effective processes that benefit society and the environment? We defined key action fields for ZWILLING as part of a multi-stage materiality analysis, thus laying a strategic foundation for our sustainability program. As a first step, we identified crucial aspects of our business activities that have a significant economic, environmental and

social impact. In doing so, we followed the recommendations and provisions of internationally recognized frameworks, particularly the Global Reporting Initiative (GRI). In view of our specific value chain and based on an industry analysis, we mapped all aspects of sustainability relevant to us and condensed these down into a shortlist addressing the themes of corporate governance, environment, products and people.

Incorporating the stakeholder perspective

We broadened our perspective in the second step. The relevance of the shortlist was evaluated as part of an internal and external stakeholder survey. Representatives from non-governmental organizations (NGOs), testing services providers, sustainability initiatives and trading partners prioritized the issues. In addition, we held detailed discussions with selected stakeholders about their positions and expectations. We also asked our employees for their assessments in an online questionnaire, with 227 staff at our Solingen site taking the opportunity to share their views. We included management at all of our sites in the process in a separate survey. All of these results were validated with representatives from selected business units before being summarized in a materiality

Two dimensions of the materiality analysis

- How significant an impact do aspects of our business activities have on the economy, environment and society?
- How do our stakeholders assess these sustainability aspects?

matrix and approved by the Management Board in accordance with Global Reporting Initiative (GRI) requirements. The vertical axis shows how important each issue is from a stakeholder perspective. The horizontal axis indicates the impact of our business process on society and the environment in each thematic area. The materiality matrix serves as a vision that underpins our sustainability strategy and reporting.

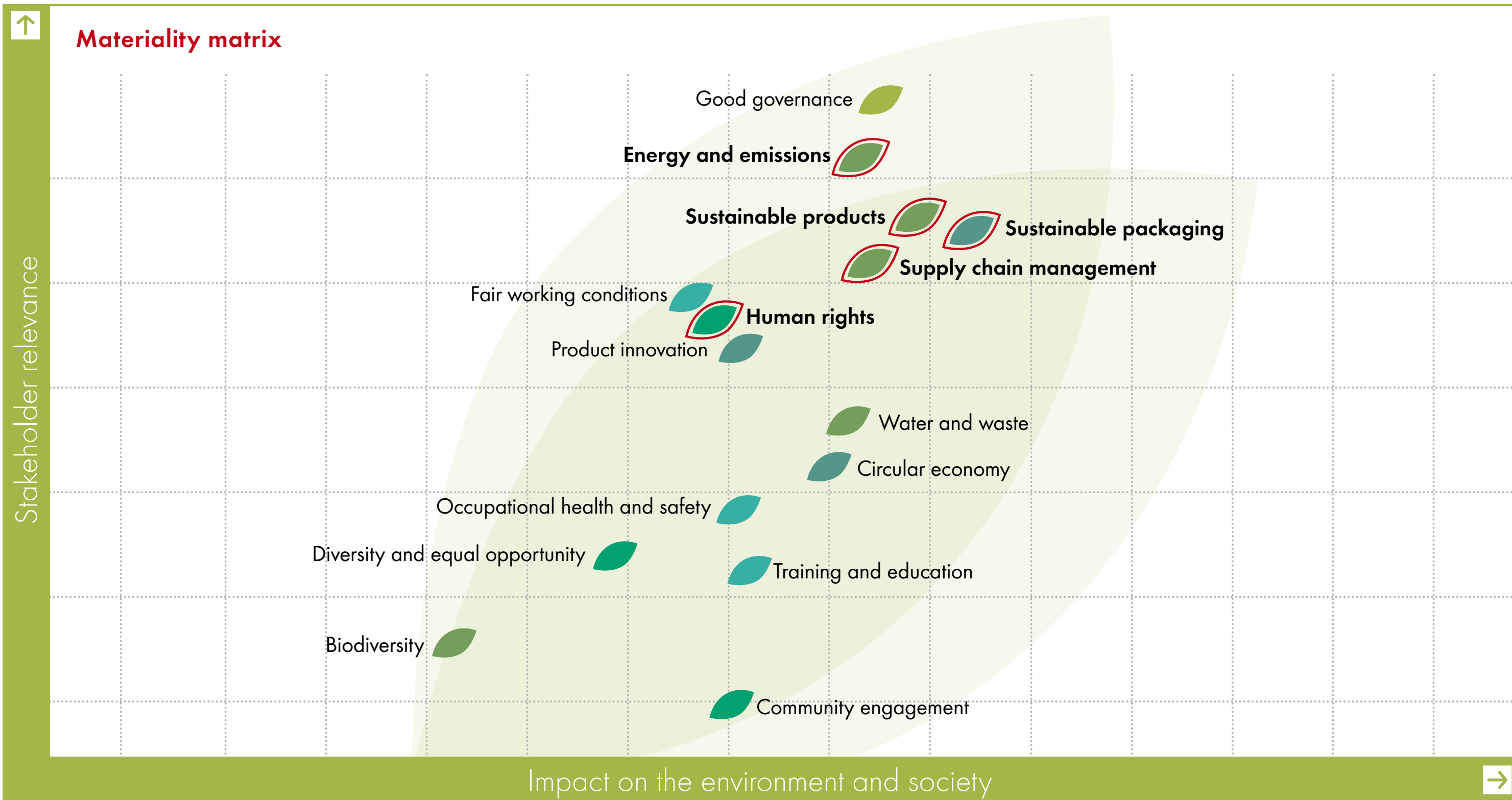
The ZWILLING sustainability organization

The aim of our sustainability organization is to bring our vision to life. It also integrates sustainability management into our organizational structure. Going forward, we will regularly evaluate our sustainability performance in core action fields by systematically monitoring and reporting on key performance indicators



“It is time for us to show even more respect for our environment and ourselves. To make well-informed decisions, I want to know the following: Where do my products come from? Is their cultivation and production transparent and traceable? And how can I reduce my carbon footprint?”

ADAEZE WOLF // HEALTH AND LIFE COACH AND FOUNDER OF THE NATURALLYGOOD.DE BLOG



relevant to sustainability. The Chief Technical Officer (CTO) is the member of the ZWILLING Management Board responsible for the group-wide sustainability organization. The CTO provides information about relevant developments and progress to the Management Board on an ongoing basis and the Supervisory Board once a year.

The Sustainability Council

The ZWILLING Sustainability Council, led by the CTO, coordinates and manages the Group’s global sustainability activities. The Sustainability Council consists of the Sustainability Officer, the Action Field Leaders, the Global Head of Marketing Communications and a representative from the Good Governance & Business Ethics team. The Sustainability Council is advised by a Sounding Board consisting of representatives from the production facilities, the distribution companies and other business units, who meet twice a year. As an interdisciplinary body, the Sustainability Council monitors the implementation of the sustainability strategy in the action areas of corporate governance, sustainable products

and packaging, energy efficiency and environment, supply chains, and employees and social responsibility.

The Council also develops proposals for appropriate sustainability projects and communication initiatives. In collaboration with the subsidiaries as well as production managers and heads of specialist departments internationally, members of the Council are also obliged to pursue the implementation of the goals and projects in each region.

“The materials ZWILLING uses are perfectly suited for reuse. Whether steel, wood or glass, these are primarily mono-materials that are durable, reusable and easy to recycle. This gives ZWILLING a big opportunity to reconcile its economic and environmental goals.”

JUSTUS KAMMÜLLER // SENIOR MANAGER
SUSTAINABLE BUSINESS & MARKETS, WWF

The Sustainability Officer (SO) plays a key role, with responsibility for developing and continuing



“Sustainability is an important issue that should be on every cook’s agenda. For my part, I try to keep sustainability and the environment in mind both in my personal life and in my restaurant kitchen. Anybody who doesn’t think about these issues is living in the past.”

CORNELIA POLETTA // TOP CHEF AND AUTHOR (AND ZWILLING BRAND AMBASSADOR)

sustainability management activities and annual reporting. In this context, the SO monitors the group-wide implementation of sustainability projects and coordinates working groups and data collection. The SO also remains in constant contact with the CTO and convenes and prepares Sustainability Council meetings. In addition, the Sustainability Officer ensures a smooth flow of information and maintains contact with the Sounding Board.

Intensifying stakeholder dialogue

We want to work even more closely with relevant stakeholders on our sustainability program

in the future by broadening our own perspective, identifying new issues and trends, and gaining potential partners. Together with our customers, distributors and suppliers as well as lawmakers and non-governmental organizations, we are reflecting on our strategies and planning processes in order to align our actions even more closely with society’s demands. Our employees around the world play a key role in this process. Providing transparent information about the latest developments boosts their motivation and promotes a feeling of solidarity within the Group. We will identify the needs

and assessments affecting our employees by carrying out regular employee surveys in the future. We also work in close cooperation with Wilh. Werhahn KG.

Goals and initiatives in our action fields

At the end of 2020, we also formulated a sustainability program with specific goals and initiatives for each of our action fields. This was approved by the ZWILLING Management Board in March 2021. The program forms the core of our sustainability management activities and serves as an important management tool. We use key performance indicators to measure our progress and will document this in our annual Sustainability Report. All of our goals are based on the principle of good corporate governance. This implies clear responsibilities, explicitly formulated goals, a continuous monitoring process and a strong commitment to achieving these goals.

Our action fields and targets for 2030

Action field	2030 targets
Sustainable products and packaging	We want to transform 100 percent of our product portfolio CO ₂ -neutral and to obtain 100 percent of the wood used for our products from sustainable sources. We aim to convert 100 percent of our packaging to recyclable or biogenic materials, increase the share of reusable packaging and reduce packaging in general.
Energy efficiency and environment	All our manufacturing sites and our warehouses will be carbon-neutral (Scope 1 & 2).
Supply chain	We will actively develop our suppliers to comply with social and environmental standards set by globally accepted independent organizations.
Employees and social responsibility	We want to elevate employee engagement and personal development to build a diverse and happy ZWILLING family team worldwide. We want to extend our programs and act as a good corporate citizen at each site we operate.



EMPLOYEES RESPONSIBILITY

- An international family
- Staff development and training
- Remuneration and benefits
- Diversity and equal opportunity
- Occupational health and safety
- Training and prevention



We are ZWILLING

Creating sustainable value today and tomorrow can only be achieved in a working environment that is based on trust and mutual appreciation and encourages all employees to develop their full potential.

People are at the heart of our sustainability strategy – as individuals and as members of our global team. We see ourselves as an

international family in which the personality, talents and enthusiasm of our global workforce make a decisive contribution to long-term value

creation. During the Covid pandemic, the close-knit unity of our group of companies proved to be a key factor in managing the crisis.

Meaningful jobs, equal treatment and equality of opportunity are our formula for a happy, innovative and successful workforce. We offer a working environment in which we work together in an open, trusting and cooperative way, value diversity and protect the health and safety of all employees.

In order to attract a wide variety of talented people and retain both our junior and more experienced staff over the long term, we purposely encourage and support the professional development of our employees. We create space for ideas and creativity and foster a corporate culture that rewards fairness, loyalty, willingness to change and an entrepreneurial

spirit. Despite working under the most diverse economic, legal and cultural conditions, it is an ambition that all ZWILLING companies throughout the world aspire to.

Focus on New Work

We are working together to breathe life into our vision of sustainable corporate governance. However, we face some tough challenges here, due in particular to the digital transformation. New technologies, processes and systems, and the shift in distribution channels toward e-commerce are also changing the way we work. It is essential that we take our employees with us into the world of 'new work' and that we support them optimally as they familiarize themselves with new networked working methods and agile team models. We foster a continuous process

of transformation and reflection not only through our ongoing training programs but also through dialogue, feedback and the active participation of our employees. In the future, we hope to use a digital tool to record the Employee Net Promoter Score (eNPS), with the first pilot project being rolled out at our German headquarters in 2021.

Staff development and training

We can only achieve our ambitious business development and sustainability goals with a well-trained, motivated team. It is also essential for employees to have an appreciative and inspiring environment in which they can develop and give of their best. A rich variety of work and challenging projects provide employees with the opportunity to keep themselves

Remote working during the COVID-19 pandemic



The COVID-19 pandemic has accelerated the digital transformation at ZWILLING, too. Today, out-of-office working is part of everyday life in many fields. Digital solutions can help us collaborate more efficiently throughout the world, help us overcome physical distances so that we can network with colleagues efficiently and connect with them on a personal level. Thanks to digital communication and collaboration platforms like Microsoft Teams, Miro Boards, Wrike and others, we have been able to quickly adapt to changing requirements and safeguard the continuity of our business processes. Software solutions are currently being rolled out globally. In 2020, we also deployed the MyTwin platform to significantly expand the digitization of our internal processes, such as processing investment applications.

Employees worldwide in the 2020 reporting year

	TOTAL	EUROPE	THE AMERICAS	ASIA-PACIFIC
Total employees	3,751	1,703	532	1,516
of which women	1,709	721	272	716
of which permanent	2,650	1,591	125	934
of which full-time	3,258	1,474	291	1,493
of which in parental leave	83	53	8	22



updated with new skills and knowledge. The continuous transfer of knowledge between team members and their managers is another vital factor in the further development of our employees, especially in view of the decreasing half-life of professional knowledge. Our corporate learning culture is complemented by special in-house training courses and seminars by external providers on topics such as management and leadership skills, specific specialist subjects, IT and technology as well as “soft skills”. Due to the increase in mobile working during the COVID-19 pandemic, digital learning formats and e-learning courses are becoming more prevalent compared with more traditional classroom training. We plan to introduce a global, remote learning and training platform in 2023 to help our employees expand their digital skills, thereby accelerating ZWILLING’s digital transformation worldwide.

In order to meet all of our high standards, our employees and partners need in-depth knowledge of our products and how they are used. In 2015, we founded the ZWILLING Academy

CPD at ZWILLING* in 2020

Key figures	2020
Number of training units held	243
Total number of training hours	732
Participants	181
Training hour per participant	4.04

*CPD = continuing professional development/domestic entities only

at our Solingen headquarters, which runs specialist courses on our production processes and materials alongside practical courses on how to use ZWILLING products. In 2020, we began digitizing the training modules and product training courses in order to make them available in a virtual format to our subsidiaries as well.

Transparent appraisal systems
The continuous professional development of our employees relies on regular and transparent feedback. For staff covered by collective

agreements, we use appraisal systems adapted to local requirements. In many of our subsidiaries, confidential employee performance conversations are part of the normal management duties of line managers. In Germany, for example, we assess the work and team performance of our employees covered by collective agreements once a year as part of their performance review. This enables them to better appreciate the expectations and requirements of their position and where their strengths and development potential lie. We also evaluate our managers worldwide as part of our annual target process. At the beginning of the year, managers and staff come together to prepare a target agreement in line with our strategic direction, which is validated at the beginning of the following year.

Remuneration and benefits
We show our appreciation for our employees by offering them market-appropriate remuneration. They can also be confident that there are no systematic, gender-specific differences in the way we remunerate our employees.



Our training programs

Training has a long tradition here at ZWILLING and is an important basis for safeguarding the Group’s future. In Germany, in addition to the well-proven model of dual vocational training, we offer the combination of university attendance and in-house vocational training. Despite the difficult conditions experienced during the COVID-19 pandemic, nine apprentices and work-study (“dual”) students began a vocational training program at ZWILLING in Germany in August 2020. A total of 37 young people, including eleven dual students, were undergoing training at the ZWILLING plant in Solingen as of 31 December 2020. We have retained 100 percent of our trainees as employees in the past three years. Our trainees and dual students are consistently ranked best in their year group – which is proof of the high quality of our training.

Our remuneration systems are in line with local market conditions and any collective bargaining agreements. A globally standard remuneration system is essentially in place for our managers, with remuneration being made up of an appropriate fixed salary and a variable, target-related bonus, which is paid once a year.

Our remuneration systems offer social benefits in addition to the usual salary components. These supplement the state social security system and vary depending on local market conditions. In our Indian plant, for example, we offer our employees virtually total cover for illness. ZWILLING also supports company pension schemes in those subsidiaries where it is standard market practice. Our Scandinavian subsidiary, for example, invests in a pension scheme, with ZWILLING contributing eight percent of salary and employees four percent. Our German employees covered by collective agreements benefit from the Metall-Rente pension scheme, which is subsidized by ZWILLING.



Employees by gender in 2020 (in %)

	WORLD-WIDE	EUROPE	THE AMERICAS	ASIA-PACIFIC
Female	45.6	42.3	51.1	47.2
Male	54.4	57.7	48.9	52.8

Employees in leadership positions in the top 5 markets in 2020

	TOTAL	GERMANY	USA	CANADA	JAPAN	CHINA
Female	27	5	9	0	2	11
Male	45	15	16	4	5	5
Women in leadership positions	37.5%	25%	36%	0%	28.6%	68.8%

Diversity and equal opportunity

As a globally active group of companies, we see diversity as an opportunity. Having employees from different cultures with diverse experiences, talents and backgrounds enriches our workforce. Our work processes benefit from their perspectives, ideas and thought processes, which make a valuable contribution to our ability to keep pace with the changing global market and customer requirements.

This commitment to diversity is a central element of our corporate culture. We see it as our mission to promote diversity in all forms and ensure that our policies and decisions reflect this.

Cultural diversity is already part of the workday at ZWILLING. In Germany alone, we employ people from 26 different nations.

We reject any form of discrimination and foster an open, responsible and cooperative team spirit. This philosophy is firmly embedded in our globally binding Code of Conduct and is regularly communicated to all employees in our training

programs. We also support initiatives in our local subsidiaries that emphasize the value of diversity. Our subsidiary in the USA, for example, has set up an Employee Resource Group as part of the global #BlackLivesMatter movement. This employee network provides a platform for sharing opinions and experiences, launching anti-racism activities and advising the organization. Moreover, our managers repeatedly attended anti-racism training courses.

Equal opportunities for all genders is a key concern at ZWILLING. We have set ourselves the goal of continuously increasing the number of women in the workplace, particularly in leadership positions. In 2020, 37.5 percent of the managers in our five largest markets – China, Japan, Canada, USA and Germany – were women.

An essential requirement for the equal participation of women and men in the workforce is a family-friendly working environment that allows staff to align their personal and professional goals. We support our employees, regardless of gender,

with flexible working time models. These include mobile working as well as part-time and other working time arrangements. At the ZWILLING headquarters in Solingen, we run an integrative kindergarten with places for over 80 children.

Mutually respectful working environment

It is only by creating a culture of mutual respect that we are able to foster initiative, creativity and the willingness to actively contribute to our company's future. We aim to communicate openly and constructively with our employees and their representatives at all times and to inform them about important issues fully and in a timely fashion. If we need to implement personnel measures or restructuring, we endeavor to do so transparently and in a manner that is as socially acceptable and responsible as possible. We comply at all times with the relevant laws and notification requirements in all the countries in which we operate. Our compliance often goes far beyond the required minimum.

Engaging in dialogue with the representatives of our employees is extremely important to us. We view these discussions as a dialogue of equals and aim to conduct them with maximum transparency. In our German companies, a specific day is set aside every week on which the works councils and human resources department meet. Thanks to solution-oriented and constructive cooperation, we have in recent years been able to conclude mutually satisfactory collective bargaining agreements that have included flexible working time

models aimed at improving the work-life balance of our staff.

We are working with employee representatives from all over the world on solutions to the challenges of the future. During the global COVID-19 pandemic, the mutual trust between the employee representatives, the ZWILLING crisis team and the human resources department was invaluable in ensuring the rapid and carefully targeted coordination and implementation of protective measures.

New hires in 2020

	WORLDWIDE	EUROPE	THE AMERICAS	ASIA-PACIFIC
Female	363 (49.3%)	84 (50.3%)	81 (41.3%)	198 (53.1%)
Male	373 (50.7%)	83 (49.7%)	115 (58.7%)	175 (46.9%)
Worldwide	736	167	196	373



Health and safety

Protecting people from the risk of accidents and ill health is a high priority at ZWILLING. We want our employees, as well as the employees of our partner companies and third parties, to be safe when they work for us and to return home from work safe and sound.

Our plants boast a high degree of vertical integration. From heat treatment to metalworking and surface treatments to inventory management in our distribution centers, we take care of numerous production steps in-house. Unfortunately, this increases the potential number of health and accident hazards in the workplace. The products themselves, such as our sharp kitchen knives, may also be a source of danger that requires preventive measures and careful handling. In order to prevent accidents, work-related illnesses and physical and mental stress at work, we are committed to ensuring that all of our business locations offer safe and healthy working conditions. Our approach is to identify potential risks at an early stage and to take appropriate

precautions in order to keep making quantifiable improvements in occupational health and safety protection over time.

Organization and management

As a group of companies, we rely on our local organizations to ensure that the minimum requirements of local and regional legislation are met. In Germany, this legislation includes the Occupational Health and Safety Act, the Industrial Safety Ordinance, the Workplaces Ordinance, the Chemicals Act, the Hazardous Substances Ordinance, the Hazardous Goods Ordinance and the regulations of the professional associations. Some subsidiaries have established an occupational safety management system in accordance with

the international standard ISO 45001. The range of measures extends from legally required assessments of workplace safety and mental stress in the workplace to protective clothing and accident prevention training.

Our production equipment is always acquired and maintained in accordance with current regulations, such as CE marking, as well as with the internal standards drawn up by our central production and process planning department. When we develop a new plant, we carry out risk analyses at the design phase. We prepare and document risk assessments for our existing plants, machinery and processes. Ninety-five percent of the workplaces at the Solingen site have already been audited in this way.



Occupational health and safety in times of COVID-19



Since the start of the COVID-19 pandemic, the health of our employees has been our greatest concern. In close consultation with local government offices, we acted immediately to minimize the risk of infection at our international locations. The action undertaken included

- providing protective equipment
- reviewing and tightening hygiene protocols
- working in separate shifts without face-to-face handovers
- issuing a comprehensive set of rules for mobile office working
- installing plexiglass screens, filter systems and CO₂ monitors
- temporarily closing our shops

Our global crisis management team organized and supervised all of these responses. As a result, we were confident that decisions would be taken quickly and that, in the event of an infection, the prescribed contact management process would be implemented immediately. We also supported families affected by the pandemic by, for example, providing food at our manufacturing site in India. We are grateful that there have not been any deaths among our colleagues as of the end of May 2021.



Occupational safety as an executive function

Occupational health and safety and workplace health promotion are key management tasks at ZWILLING and are afforded the same priority as smooth-running production. Our managers are conscious of their function as role models. They establish the operating environment and are responsible for the health and safety tasks assigned to them. They are supported in this by the local occupational safety officers as well as occupational safety personnel, company doctors, first aiders and paramedics. Our staff is involved via the works councils at each of our locations – in Germany, for example, at the quarterly meetings of the working committee. Other countries have similar regulations governing the involvement of employees or their representatives. In Japan, for example, the occupational safety committee meets every month to discuss the status of occupational health and safety prevention measures.

Training and prevention

To achieve a consistently high level of safety, we rely on the continuous transfer of knowledge and exchange of experience. We hold regular safety training courses at all of our locations worldwide in accordance with legal requirements. These often go far beyond the minimum requirements, providing preventive training, for example, on the early detection of mental stress. We also provide special training for electricians and staff working in process development. Initial training on specific workplace

88 %

of employees worldwide work in companies with an integrated occupational health and safety management system.

hazards is given personally by the employee’s line manager. This is repeated every year during normal working hours. We offer our employees regular preventive medical check-ups, eye tests and vaccinations carried out by the company’s medical staff or external partners. Our first aid courses improve the company’s ability to act quickly in case of an emergency. All locations regularly provide occupational safety information by means of notices, flyers, payslip inserts and at company meetings. Our company integration management system helps staff at the Solingen plant to get back to work after suffering from a long-term illness.

Safety and accidents

We record the accident and absenteeism rates at our production sites worldwide, although not yet to a common standard.

Accident and absentee statistics for 2020

at the ZWILLING Kitchen Group	2020
Total working time covered by an occupational health and safety management system (in hours)	4,500,000
Proportion of employees working in companies with an occupational health and safety management system (in percent)	88 %
Number of fatal accidents per million hours worked	0
Number of lost-time workplace accidents per million hours worked	11.7
Total number of reportable accidents per million hours worked	27.8
Absentee rate (in percent)	3.2 %



PRODUCTS FOR A SUSTAINABLE FUTURE

- Our brand philosophy: durability and quality
- Product development
- Sustainable materials
- Product Carbon Footprint pilot project
- Environmentally responsible packaging models
- Product innovation: ZWILLING FRESH & SAVE



Conscious consumption starts in the kitchen

Offering people long-lasting, high-quality products is at the heart of our brand philosophy. To help our customers become sustainable consumers, we continue to devise and develop solutions that benefit the climate and conserve resources for a better future.

Our throwaway culture is a thing of the past. Thanks in no small part to the coronavirus pandemic, today's consumers are more aware than ever of the need to consume and live sustainably. At the same time, our involuntary cocooning has accelerated the trend towards home cooking, making the kitchen the heart of domestic life and a social hub at last. Our diverse brand portfolio enables us to help shape the kitchen experience and play an important role in people's everyday lives. Anyone who uses a ZWILLING product consciously opts for quality and durability.

Products designed to last for generations
In its 2020 action plan for the circular economy, one of the most important elements of the European Green Deal, the EU Commission explicitly

emphasizes the significance of sustainable products with a long useful life that can be reused and repaired – characteristics that are already part of the blueprint for ZWILLING products. Their durability is due to the materials used, our sophisticated design process, exceptional workmanship and comprehensive quality controls. ZWILLING knives often remain part of our customers' kitchens for decades. If handled correctly, they can

100 %

We want all of our product portfolio to be carbon-neutral by 2030.

stay sharp even after many uses and can always be honed and resharpened again. STAUB's cast iron, enameled products are so robust that they are regularly passed down from one generation to the next, while Belgian manufacturer DEMEYERE even offers a 30-year guarantee for its stainless steel cookware. In addition to their long lifespan, our products are also designed with efficiency and ease of use in mind. Stainless steel pots and pans with multi-layer construction heat up quickly and keep heat loss between the stovetop and the food to a minimum. Almost all ZWILLING pots and pans are suitable for energy-saving induction hobs. Our cast iron Dutch ovens and cocottes offer excellent heat retention for slow and gentle cooking.



Much more than just a pot: the STAUB cocotte combines craftsmanship with modern technology.



Product Carbon Footprint pilot project

We want to calculate the carbon footprint generated by our traditional product categories of knives and cookware made from stainless steel and cast iron by 2023. The Product Carbon Footprint project quantifies all carbon emissions resulting from raw materials extraction, production, transport and shipping as well as the household use and eventual disposal of our products. The results of this analysis will be incorporated into product development and optimization. At the same time, we want to use this analysis to develop practical concepts to feed materials back into internal and external material cycles. Our aim is to make our product portfolio fully carbon-neutral by 2030.

Making our footprint visible

Going forward, we want to incorporate social and environmental aspects into our product development to an even greater extent and make our product portfolio completely carbon-neutral by 2030. We are also measuring climate-relevant greenhouse gas emissions along the entire life-cycle – initially as part of a pilot project for knives crafted at our Solingen production facility. We want to source the wood used for our products

exclusively from sustainably managed forests in the future. We also want to improve our packaging by cutting down the amount of unnecessary packages used, reducing our use of plastic and using climate-friendly materials.

Quality begins with product development

From idea to design, from prototype manufacturing to series production, a ZWILLING product goes through numerous development phases and has to meet a multitude of legal requirements and in-house quality standards before it reaches the market.

ZWILLING products can only be marketed once accredited testing laboratories and the company's own measuring stations have completed comprehensive quality checks and approval processes. Our main laboratory in Solingen is equipped with 3D measurement technology and identifies even the smallest defects and deviations from standard values. All of our products undergo intensive stress testing that simulates the behavior and aging process associated with long-term use. This enables us to ensure the safety, performance

and manufacturing quality of every product and component. We have not become aware of any product safety violations within the Group during the period under review.

Requirements for suppliers

Our quality requirements apply worldwide to manufacturing at ZWILLING production facilities as well as to our suppliers. They are based on statutory provisions and ISO standards as well as our own company-specific requirements. We make sure that we comply with regulations with the help of Good Manufacturing Practice audits (GMP audits) for supplier qualification as well as product compliance analysis carried out by external laboratories.

Sustainable materials

The quality of our products depends upon the materials we use. From knives and cookware to cutlery, stainless steel is one of the most important components of ZWILLING products. After all, steel is not only characterized by its excellent durability and inherent stability but can also

50 %

of the wood used in our knife blocks and chopping boards is to come from sustainably managed forests by 2023.

be recycled as often as needed, as it retains its properties completely when recycled. Most of the steel we use is created from molten steel scrap, a recycled raw material that meets specific purity criteria. We collect the steel scrap we generate and send it back to the steelworks according to type. We also send aluminum scrap for recycling. This means we are already well on the way to creating a functioning circular economy. We also want to develop new products such as knife blocks and chopping boards using wood from sustainably managed forests by 2023. Our aim is to increase their share of total volumes in the relevant product categories to 50 percent.



Environmentally responsible packaging models

Packaging plays a key role in ensuring sustainable consumption. As we are keen to play our part in this, we have launched an optimization strategy for product and shipping packaging entitled “avoid, reduce, recycle”.

Our packaging plays an important role in protecting, storing and transporting our premium products. It ensures that they can be transported to our stores and customers safely and without damage. Although we have frequently relied upon plastic packaging from fossil sources until now, these damage the environment and contribute to the pollution of the oceans if not disposed of properly. We are tackling this issue too. Our aim is to keep the negative environmental impact of our packaging to a minimum while ensuring the same level of product protection. In doing so, we are focusing on the key principles of sustainability and the circular economy by avoiding unnecessary packaging wherever possible. At the same time, we are reducing the proportion of plastic we use and switching to packaging made from environmentally-friendly, recyclable materials.

We want to source cardboard and paper from sustainable sources in the future. Where we cannot avoid using plastic, we are using ecological solutions such as recycled plastic. Our aim is to reduce the proportion of plastic used in our product and transport packaging by 30 percent overall by 2023.

Cutlery and knives in cardboard boxes
Cutlery packaging often contains a particularly high proportion of plastic to protect the product from scratches. In the year under review, we looked for alternatives and launched a project to develop a plastic-free solution. We are planning to introduce new environmentally friendly packaging in 2022. In 2020, we also switched the packaging for knives manufactured in Solingen from transparent plastic folding boxes to

BlueOcean® plastic. This material consists of 98 percent recycled plastic. The BlueOcean® packaging represents an intermediate step on the path to plastic-free packaging, as we are currently working on packaging for knives that consists entirely of paper, paper pulp and cardboard. We are launching a pilot project to test the practicality of this in the third quarter of 2021.

30 %
less plastic in our product and transport packaging by 2023 is our target.



Award for environmentally-friendly design

In 2019, BALLARINI received the Conai Award (Consorzio Nazionale Imballaggi) for its paper-saving packaging. In the same year, this switch enabled the company to save a total of 59 tonnes of paper when producing its packaging.



Thinking ahead makes the difference

More and more consumers want to use resources carefully, consume consciously and make food last longer. Our product innovations help people to live sustainably and healthily. We are also taking our thinking to entirely new levels. Our ZWILLING FRESH & SAVE food storage containers help consumers with a task that will be fundamentally important in the future – preventing food waste.

Food waste is a problem of global dimensions. According to the United Nations Food and Agriculture Organization (FAO), more than a billion tonnes of food is thrown away each year. In its Sustainable Development Goals (SDG 12.3), the UN General Assembly set itself the target of halving per capita global food waste by 2030.

The majority of food waste is generated by private households, primarily due to poorly planned purchasing and inadequate storage. We want to help solve this problem by enabling consumers to throw away less food. This mission has become even more significant

in light of coronavirus-related lockdowns and the way this has forced people to retreat to their own homes.

Our aim is to target this need with innovative products that offer genuine added value. With this in mind, we have included consumers in our product development and asked them what their requirements are. They are looking for a long-lasting solution that is convenient and easy to use while being environmentally friendly with state-of-the-art technology. We have pinpointed every one of these expectations with our new ZWILLING FRESH & SAVE product line. This vacuum storage system ensures that

food lasts up to five times longer compared with conventional storage methods in a refrigerator or freezer. The food is stored in reusable containers and bags rather than disposable plastic bags. A powerful wireless vacuum pump creates a vacuum automatically at the touch of a button. The QR codes on the container lids and vacuum bags can then be used to link the stored food to the ZWILLING app, enabling users to keep track of its shelf life.

This year, we are working closely with our customers to expand our sustainable ecosystem and broaden the FRESH & SAVE range to include useful new products and tools.



ZWILLING FRESH & SAVE keeps food fresh up to five times longer than conventional storage methods.



PRODUCTION AND SUPPLY CHAIN

- Climate-friendly production
- Energy efficiency
- Our goal: climate neutrality
- Efficient use of resources
- Waste management
- Water consumption
- Supply chain management



Carbon-neutral is the new normal

We have made it our mission to achieve carbon-neutral, resource-efficient production worldwide by 2030. Beyond our own value creation processes, we make sure that our entire supply chain embraces ecological and social standards.

Both our production plants and our upstream and downstream procurement and distribution processes depend on energy and raw materials. In order to minimize the negative environmental impact of our business activities, we are focusing on the key levers within our value chain. By investing in energy-efficient processes and plants, we will reduce our emissions of environmentally harmful greenhouse gases. At the same time, we are pushing ahead with our switch to renewable energies. Where this is not yet possible, we offset our carbon emissions through suitable climate protection projects. The consumption of raw materials has a significant influence on our carbon footprint. Our products are manufactured mostly from metals such as steel, iron and aluminum. Not only are these

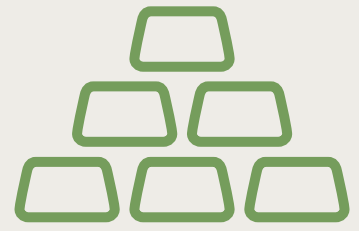
materials durable but they can be continually recycled without any loss of quality. The same applies to our production waste. We ensure that we use water responsibly and reuse the wastewater produced in the manufacturing process. Our responsibilities do not end at the factory gate. All our suppliers are included in our sustainability agenda and are obliged to comply with basic social standards, human and employment rights. Over the next few years, we plan to expand our existing supplier monitoring system and increasingly take ecological aspects into account.

Responsibilities and structures
We are working hard at the ZWILLING plants and in the individual divisions to further

improve our energy and resource efficiency. All of these activities are coordinated by ZWILLING's Sustainability Officer and Sustainability Council. Internationally recognized management systems have proven their worth as a means of systematically determining and analyzing resource-related parameters. Our production facility in Solingen has implemented an energy management system in accordance with DIN EN ISO 50001. The BALLARINI plant in Rivarolo in northern Italy has been certified to the ISO 14001 international standard for environmental management. We intend to carry out regular emission analyses and wastewater checks at all of our production sites worldwide in the future.



Energy efficiency and climate protection



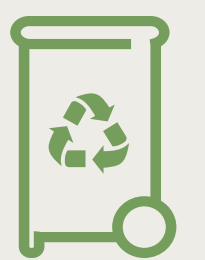
Availability of raw materials and use of recycled materials



Careful use of water



Avoiding hazardous substances



Resource efficiency and waste management

This is where we tackle the issues: the key levers of the ZWILLING value chain



Climate-friendly production

We are aware of the impact that our energy consumption has on the climate and the environment. We inspect all of our production processes for environmentally harmful emissions. We began with our own production plants and are now systematically reviewing the environmental impact of our entire supply chain.

By 2030, we want all ZWILLING sites to be carbon-neutral. To achieve this, we are improving our energy efficiency, increasing our use of renewable energies and offsetting unavoidable carbon emissions through certified carbon offset schemes. We look at both the direct and indirect emissions resulting from our energy consumption (Scope 1 and Scope 2 of the Greenhouse Gas Protocol). Minimizing pollutant emissions is also high on our agenda.

Less energy consumption – greater energy efficiency

Our production sites use energy mainly for thermal processes such as smelting and tempering, for operating machinery and heating and lighting

the buildings. We currently obtain 61.8 percent of our energy needs from electricity, 23.2 percent from gas and 13.7 percent from coking coal. In 2020, the energy consumption of all our production sites amounted to 98,530 megawatt hours (MWh) – 2.6 percent less than in the previous year.

The key to climate-friendly production is the efficient use of energy. At our headquarters in Solingen, we have systematically focused on making our processes more efficient with the help of our energy management system. By way of an example, the installation of an energy-saving heating system has cut gas consumption by 25 percent. Repurposing waste heat from production processes also

has the potential to make significant savings. We already use waste heat to heat the water in the washrooms at the Solingen plant and the STAUB plant in Merville (France). At the BALLARINI production facility in Rivarolo in northern Italy, waste heat is used to heat the production and storage areas, which reduces gas consumption by approximately five percent in the winter months.

We are also gradually converting the lighting systems in the administrative buildings of our production plants to energy-saving lamps and LED lights with motion detectors. Collaborating with a specialist institute, we explore the possibility of making further savings by identifying the **product carbon footprint**.

Energy consumption

at the ZWILLING production sites	in MWh 2019	in MWh 2020	Percentage 2020
Electricity	61,623	60,894	61.8
Gas	27,120	22,827	23.2
Coking coal	11,284	13,501	13.7
Fuels	1,169	925	0.9
Solar power generated by own PV systems	0	383	0.4
Total	101,196	98,530	100

Green electricity from renewables

Increasing the use of renewable energy is an effective lever for achieving low-carbon production. In 2015, we installed a photovoltaic system with a peak output of approximately 0.845 megawatts-peak (MWp) at our logistics center in Pleasantville (USA). The system covers an area of 10,000 square meters and has an annual output of over 992 MWh, which supplies over 80 percent of the plant’s energy demand. This marked an important step toward a group-wide switch to renewables, and other locations have since followed this example. In the reporting year, we installed a second photovoltaic system at the BALLARINI production site in Italy. The 8,600-square-meter installation has

a peak output of nearly 0.745 megawatts-peak and supplies green energy covering between 10 and 15 percent of the total energy demand, depending on the production volume. The system became operational in mid-July 2020 and had generated 383 MWh by the end of the year. The switch to solar power will reduce our carbon emissions by about 8,000 tonnes annually.

Four-point carbon neutrality program

We have already reached some important milestones on our way to carbon-neutral production. As long as we are unable to prevent greenhouse gas emissions and use carbon-free electricity everywhere, we will continue to offset the carbon emissions we generate. According to the Federal



Environment Agency (2015), these payments are an effective way of offsetting emissions that cannot (yet) be prevented.

Our policy of “reduce, substitute, offset” has proved to be highly successful at our headquarters in Solingen, where the production plant has been carbon-neutral since 2020. Carbon credits offset the emissions generated by our use of 5,481 megawatt hours (MWh) of gas. These credits are used to support approved carbon reduction projects all over the world, such as wind and hydroelectric power plant construction. We also secured green electricity quotas from Scandinavian hydroelectric power plants during the reporting period, which enabled us to make the site’s electricity consumption of 8,968 MWh carbon-neutral too.

We have launched a four-point program with the aim of making all of our manufacturing and logistics sites carbon-neutral by 2030:

- We will regularly collect and publish data on our energy consumption and associated carbon emissions (Scope 1 and Scope 2).

- We will introduce carefully targeted measures to prevent, reduce and offset our carbon emissions.
- We will set achievable carbon emission targets for the next few years.
- We will develop a plan for implementing an energy management system at all of our sites similar to the one at our head office.

Air pollutant filtering systems

The processes in our production plants also generate air pollution emissions. To prevent

these substances from entering the atmosphere, we have installed various filter systems at our sites. The Solingen site uses an extraction and air filtration system. At the French STAUB plant, a special filtration system prevents the emissions to air of ferrous dust. Systems for dry/wet filtration together with dust filters ensure effective protection against air pollutants at the BALLARINI production plant in Italy. An additional afterburning system also minimizes emissions of volatile organic compounds.

GHG emissions			
of the ZWILLING Kitchen Group	in tonnes	in tonnes	Percentage
	2019	2020	2020
Scope 1	17,128	15,968	50.6
Scope 2	16,871	15,599	49.4
Total	34,000	31,567	100

Basis of calculation: Scope 1 based on fuel, coke and natural gas consumption; Scope 2 based on electricity mix acc. to IEA (International Energy Agency) as of 2019. Conversion factors for GHG emission acc. to GEMIS 4.8.



Climate protection depends on attitude

By the end of the decade, we want to be climate-neutral worldwide. This is an ambitious goal that will not be possible without a change in attitude. It is crucial that we take our employees, suppliers, customers and other stakeholders along with us on our journey and use a variety of measures to spread knowledge and awareness of climate protection. In the reporting year, we launched a pilot project to discover the product carbon footprint of all the knives we produce in Solingen. A carbon footprint creates transparency about the greenhouse gases emitted during the product lifecycle – an important piece of information, especially for customers seeking to justify their purchasing decisions. In order to raise our employees’ awareness of climate-friendly behavior, our Solingen site participated in the Climate Alliance’s cycling campaign in 2020. During the three-week campaign, ZWILLING employees switched to climate-friendly bicycles and rode nearly 4,000 kilometers. By leaving their cars at home, they saved 561 kg of CO₂.



Efficient use of resources

The worldwide consumption of raw materials keeps reaching new highs year after year. We are committed to using natural resources as efficiently and sparingly as possible while avoiding waste and retaining recyclable materials within the production cycle.

The ZWILLING Kitchen Group predominantly manufactures knives, cooking pots and pans. The key starting point for resource-efficient value creation is product design. This is why, when we design our products, we pay particular attention to the efficient use of materials and insist on high quality standards. We also make sure that all the materials likely to come into contact with food comply with legal requirements. This currently limits our use of recycled plastics. With just a few exceptions, almost all of the raw materials we use are easily recyclable and can be reintroduced into the production cycle as secondary raw materials without any loss of quality. The responsible treatment of waste and careful use of water resources are also part of our resource-efficient approach to material flow management.

Material usage
In the 2020 reporting year, our three largest production sites at Solingen (Germany), Merville (France) and Rivarolo (Italy) processed a total of 7,719 tonnes of steel and iron and 4,050 tonnes of aluminum. Metals are ideal for recycling because they do not suffer any loss in quality as a result of the recycling process and can always be returned to the production cycle after they have been used. Most of the steel we use is melted steel scrap. It is produced via the electric furnace process (secondary steel production), which generates around 50 percent less carbon emissions than the blast furnace process (primary steel production).
Plastics are another important group of materials for us. The handles of our knives and

cookware use mainly polypropylene (PP), acrylonitrile-butadiene-styrene copolymer (ABS) and polyoxymethylene (POM). We also use plastic for most of our non-stick coatings on pans. Due to its multi-layered structure, it cannot currently be recycled. Operating consumables such as sanding belts, polishing pastes, coolants and cleaning agents account for just under three percent of our total material consumption.
With this sustainability report, we are launching a comprehensive reporting system. To begin with, this will show the data for the materials used at our three largest sites during the reporting year. In the future, we will extend the report to include all of our sites.

Materials used (in tonnes)

by the ZWILLING Kitchen Group	2019*	2020*
Metals	11,584	11,769
// of which steel/iron	7,378	7,719
// of which aluminum	4,206	4,050
// of which copper	0	0
// of which other	0	0
Plastics	1,000	582
Paper	3,713	3,453
Glass	207	724
Non-renewables	262	354
Total	16,766	16,882

Waste management
Waste produced at all of our production sites is separated in accordance with the local regulations. We aim to further optimize the separation of recyclable waste materials in the future. We already recycle rather than dispose of the offcuts from our die-cutting processes. Our two biggest knife production sites in Solingen and Shanghai (China) recover the residues from the grinding process and recycle them as steel scrap. In the reporting year, our waste management teams reported no leaks of hazardous substances.
*No reliable 2019 data was available for the smaller sites DEMEYERE Belgium, MIYABI Japan, ZWILLING China and ZWILLING India; these sites will be fully included in the reporting in the coming years.



Waste volume in 2020 (in tonnes)

at the ZWILLING production sites*	2020
Hazardous waste	2,786
Non-hazardous waste	10,515
Total	13,300

*No complete Group data are available for 2019

Water consumption

Water is a valuable and scarce resource. We are careful to use water sparingly in our production processes. At the same time, we are working to integrate a water and wastewater management system into our production to avoid negatively affecting water quality through improper discharge. We use industrial and process water as efficiently as possible by

recirculating it. When we discharge wastewater, we adhere strictly to the standards set and monitored regularly by the local authorities. To ensure that these are adhered to, we carry out our own inspections in collaboration with external laboratories. The ZWILLING Kitchen Group obtains all of its water from the public networks. We managed to reduce our water consumption by 15 percent compared to 2019. The lower water consumption is due in part to the temporary, Covid-related production stop at some sites, but also to more efficient water

Water withdrawal (in m³)

at the ZWILLING production sites	2019	2020
Water consumption	367,488	313,216

management. We were able to reduce the water and chemical consumption of the cleaning systems at our Solingen site by up to 80 percent after implementing the findings of a consumption audit carried out under the PIUS (Production Integrated Environmental Protection) program.

Additional measures on water and wastewater:

- At the Solingen site, we installed an evaporator for wastewater treatment that enables wastewater to be recovered and recycled.
- We also extended the service life of the cleaning system by carrying out regular measurements and refilling.
- A meter was installed at the BALLARINI factory in Italy to measure water consumption during production.
- The production site in Japan installed a wastewater treatment plant during the reporting year.



ZWILLING uses production-integrated water and wastewater management at its sites.



Supply chain management

We take responsibility for our global supplier network and require our suppliers to comply with internationally recognized social and environmental standards.

As an international consumer goods manufacturer, we source our materials – including raw materials, merchandise and packaging – from a large number of suppliers in different countries and regions. In 2020, we procured goods to the value of approximately 450 million euros. Sixty-three percent of these were direct materials and 37 percent were indirect materials and services. We source these materials from over 3,000 contractual partners, mainly from Asia and Europe.

Responsible sourcing

The bar is high: ZWILLING suppliers must meet the same social and ethical standards we have set for ourselves. Our supply chain management system is based on the Code of Conduct

formulated by our parent company Wilh. Werhahn KG and is binding throughout the Group. The ethical and social principles laid down here underpin all of our business relationships. Since 2017, we have also been a member of the amfori Business Social Compliance Initiative (amfori BSCI). To ensure social standards, especially in high-risk countries, the Initiative has developed a Code of Conduct that is recognized throughout the world. It forms part of our purchase terms and conditions and is a key component of our contracts with suppliers – regardless of where they are based or what goods we purchase from them. The Code of Conduct obliges our trading partners to observe the principles and procedural mechanisms prescribed by amfori BSCI, more specifically

- the prohibition of discrimination, child labor, forced labor and physical and psychological discipline
- the guarantee of freedom of association and the right to collective bargaining
- fair and legally compliant remuneration
- reasonable working hours
- ethical business practices
- compliance with occupational health and safety and environmental standards

Supplier selection

To monitor the compliance of our suppliers with environmental, social and governance rules, we have established an appraisal and monitoring process. Every potential supplier of raw materials,

components, packaging or merchandise in countries classified by amfori BSCI as risk countries must undergo this process.

The first step is to check whether the supplier has already been audited in accordance with amfori BSCI or can demonstrate an equivalent certification to the SA8000 social accountability standard. If this is not the case, ZWILLING initiates training on the amfori BSCI Code of Conduct. In the second step, we commission an independent, accredited testing institute to carry out an audit. The auditors visit the company's premises to ascertain whether it adheres to the guidelines of the amfori BSCI Code of Conduct. If the results are unsatisfactory, the company must rectify any problem areas as soon as possible. Depending on the number and severity

of shortcomings, the company may be allowed anything between a few weeks and several months to complete the rectification work. Audits are also carried out at regular intervals on existing suppliers.

We conduct additional audits ourselves, regardless of purchasing volume, supplier country or BSCI rating. When we do so, we evaluate performance in a variety of areas, such as product and process development, supplier management, production, compliance and customer service. We don't carry out audits everywhere but select the audits according to the risk assessment of the buyers concerned. We document the results in a standardized format in the Supplier Evaluation Audit (SEA) and conduct further audits where necessary.



The amfori Business Social Compliance Initiative

The amfori Business Social Compliance Initiative (amfori BSCI) is a program to improve social standards in the global value chain. To help achieve this aim, the organization has developed a Code of Conduct based on the conventions of the International Labour Organization (ILO), the United Nations' Universal Declaration of Human Rights, the UN Global Compact and the OECD Guidelines. With the help of a carefully structured monitoring and qualification system, companies can measure social performance across their supply chains, identify problems and take measures to remedy them. amfori has recently broadened its scope and now also offers the environmental standards of the amfori Business Environmental Performance Initiative (amfori BEPI) to help in improving environmental performance. The ZWILLING Kitchen Group plans to introduce mandatory environmental standards for suppliers from 2022 and to monitor these beginning in 2023.

The decision to enter into a business relationship with the supplier is made on the basis of our internal audits as well as those of amfori BSCI. The readiness of potential suppliers to actively implement the improvements we ask for also plays a part in the decision. In the reporting year, we entered into business relationships with 19 new suppliers that are relevant in terms of amfori BSCI. Eleven of these were able to present a valid amfori BSCI audit or completed the obligatory onboarding process in its entirety during the reporting period. Eight suppliers were unable to complete the process in 2020. Further audits are planned for the current year.

Supplier monitoring

Existing suppliers are included in the amfori BSCI monitoring program if they

- operate in a risk country as defined by amfori BSCI,
- regularly supply merchandise, components or raw materials to ZWILLING locations and
- turn over more than 10,000 euros annually with the ZWILLING Kitchen Group.

Fifty-three percent of our suppliers that come under the above criteria have undergone amfori BSCI audits. This equates to 84 percent of our purchasing volume subject to amfori BSCI or 29 percent of our total global purchasing volume. By means of regular re-audits and continuous tracking of audit results, we ensure that amfori BSCI requirements are universally met. If necessary, we seek dialogue with our suppliers and work with them to find practicable solutions for quality assurance and continuous improvement. In 2021, ZWILLING will have to concern itself with the implementation of the Supply Chain Act, which was proposed by the German cabinet in March and is expected to be passed by the German Bundestag in June. We will have to compare the requirements of the law with the mechanisms and systems already implemented at ZWILLING and formulate an action plan accordingly.

Sanctions against violations

ZWILLING pursues a strict sanctions policy. If we become aware of violations of applicable law

or of the amfori BSCI Code of Conduct, we ask our supplier to remedy the irregularities without delay. Each incident is recorded and, depending on its severity, is subject to appropriate follow-up inspections. When we have exhausted all attempts to persuade the supplier to remedy the situation, we will also consider, as a last resort, terminating the business relationship.

ZWILLING employees worldwide can report cases of violations of internal policies or legal regulations via an anonymous, toll-free hotline. This includes suspected cases of modern slavery or other human rights violations. A team of experts reviews and assesses potentially critical incidents. If necessary, we will immediately take appropriate measures to respond appropriately to the situation.

In the reporting year, we were not aware of any incidents of child labor, forced labor or other violations of the amfori BSCI Code of Conduct by our suppliers.



COMMUNITY ENGAGEMENT

- ZWILLING Care
- ZWILLING Foundation India
- ZWILLING Sponsorship Program
- Projects worldwide



Everyone is different – and everyone belongs

We are part of people’s lives – even outside our core business. Our production plants and international distribution companies have been committed to social cohesion and an inclusive society for many years.

But we do not take inclusion for granted. For us as a company, inclusion means valuing diversity, regardless of gender, skin color, ethnicity, nationality, age or impairment. It also means breaking down barriers and contributing to equal social participation. Under the umbrella of the global ZWILLING care program, our sites contribute to relief projects that aim to improve the educational opportunities of disadvantaged children and young people. Our primary goal is to provide them with education and vocational training that will enable them to lead independent, self-determined lives. The initiative is financed by ZWILLING J.A. Henckels AG and its subsidiaries as well as the Werhahn Foundation, which was founded by our sole shareholder

Wilh. Werhahn KG. Numerous staff members volunteer and enjoy the benefits of making a difference in people’s lives.

Firmly integrated into the ZWILLING team

For over 40 years, our headquarters in Solingen has worked with Lebenshilfe Solingen, a community of people with disabilities, their parents and caregivers. Having constructed a completely wheelchair accessible logistics center in 2004, we integrated jobs into our factory that had previously been outsourced. Since then, around 70 people with physical and mental disabilities have worked in the ZWILLING team alongside colleagues without disabilities. This model has set

a precedent. Six people with disabilities currently work at our production site in Merville, France, and 17 in China.

Training to secure a future

People with disabilities in India often experience exclusion and discrimination. With no access to training and employment, they are condemned to a life of poverty. This is a problem that the ZWILLING Foundation India is helping to tackle. In 2011, the foundation established the “For a better life” training and education center at the production site in Pondicherry, South India. The foundation runs six to twelve-month courses in which young people with disabilities can acquire technical and commercial skills and obtain



Improving education in South Vietnam

In 2018, we began cooperating with the Saigonchildren charity on a project in the Phung Hiep District, the poorest district in the South Vietnamese province of Hau Giang on the Mekong Delta. This non-profit organization helps to provide children with a good quality learning environment by supporting the construction and renovation of kindergartens and primary schools. All school construction projects are wheelchair-accessible and open to children with disabilities. Our contributions are helping to build an additional wing at the school in Hau Giang province, to pay the teachers and fund scholarships for disadvantaged children. More than 1,000 students are benefiting from our involvement.



vocational qualifications. Once they have completed the course, they can take on a regular job, either at the ZWILLING production plant or another company. Most importantly, the foundation offers young women – often the ones who suffer the most from social exclusion – a way forward for the future by helping them achieve financial independence and social acceptance. In 2018, the ZWILLING Foundation India was able to expand its work when it opened a new, larger training center. The center can



accommodate up to 50 physically or mentally disabled people who would like to learn a trade in the textile industry. A total of 170 young people have received training over the past ten years, 75 of whom are now self-supporting. At the moment, 36 young women are taking tailoring courses, some of them supported by scholarships.

Hand in hand for an independent life

We have also launched a sponsorship initiative at our Pondicherry site. It sets out to provide financial support for local children with disabilities, to encourage them in a variety of ways and to allow them to enjoy a high quality of life. Since it was launched in 2014 as a corporate sponsorship program for the various ZWILLING subsidiaries, the initiative has grown significantly. Under the umbrella of the Werhahn Foundation, shareholders and employees of the Werhahn Group in Germany can now sponsor a child. The project gained official charitable status in 2017. The program provides every sponsored child with a monthly allowance while they are at school. Funding is also available for school fees and extra tuition as well as for operations, assistive

170
young people have attended training courses in our training center in the past ten years.

devices for those with impaired mobility, sight or hearing, and disabled toilets. The program seeks to achieve maximum transparency and personal interaction. The Foundation Board and a member of the ZWILLING Management Board meet the children and their parents twice a year. In this way, we make sure that the physically or mentally disabled children are attending school regularly and making learning progress. Regular health check-ups by ZWILLING India’s company doctors are also part of the sponsorship program. Sponsors and sponsored children can contact each other directly via a specially created online platform. In the 2020 reporting year, the number of sponsored children grew to 44. We were able to



Education opportunities

In 2004, ZWILLING joined forces with the Heinecke Foundation to help rebuild the Chao Thai Mai School in the Thai province of Phang Nga, which had been completely destroyed by a tsunami. What began as a one-off emergency relief action developed into a long-term commitment. Today, the foundation provides scholarships to help disadvantaged children.

provide three of them with a life-improving operation. The COVID-19 pandemic presented a serious challenge to our work in India. For example, the restrictions meant that it was only possible to provide a limited amount of personal care for sponsored children and their families, although financial support was not affected. We also provided the families with food parcels and protective medical equipment.

Help that gets there

We lend a hand where help is needed. In 2017, we arranged for the installation of a modern water filter system to improve the drinking water at Nirvana Primary School near Pondicherry. We are also taking responsibility for the cost of maintaining and repairing the system to ensure that the school can enjoy good drinking water well into the future. The project has given 400 schoolchildren access to clean drinking water. The ZWILLING Foundation India is also involved in the “Open Shelf” initiative, which organizes special events at which donated clothing is distributed directly to people in need. This work always meets with a great response.



APPENDIX

- GRI Index
- Publishing information



GRI Index

This report was prepared in accordance with the Global Reporting Initiative (GRI) Sustainability 2016 Reporting Standards. In the following GRI Index, we specify all GRI Standards used and refer to the sections in the report where the respective information can be found.

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