

From the willingness to change to the chance to make it reality

First of all there is the willingness to change something. That requires a vision, but relatively little effort. Then comes the change. And that requires more: ambition, for example. And courage. But it is the sum of all changes that rings in the setting of a new course. Slowly, the ball starts rolling. Management skills are called for. And leadership, in order to be able to inspire and convince others. And perseverance, because the change is contingent upon culture and the switch cannot simply be flipped from one minute to the next. But all of a sudden it is there, and the moment has come: The change becomes reality.

Sustainable Development Goals (SDGs)



In 2015 the member states of the United Nations agreed on 17 global goals – die Sustainable Development Goals, or SDGs. They cover a broad spectrum of sustainability topics such as the war against poverty, the provision of education and

health, the future viability of the economy and society, and climate and environmental protection. We have committed ourselves to linking the integrated business strategy of the Umdasch Group actively with these goals.

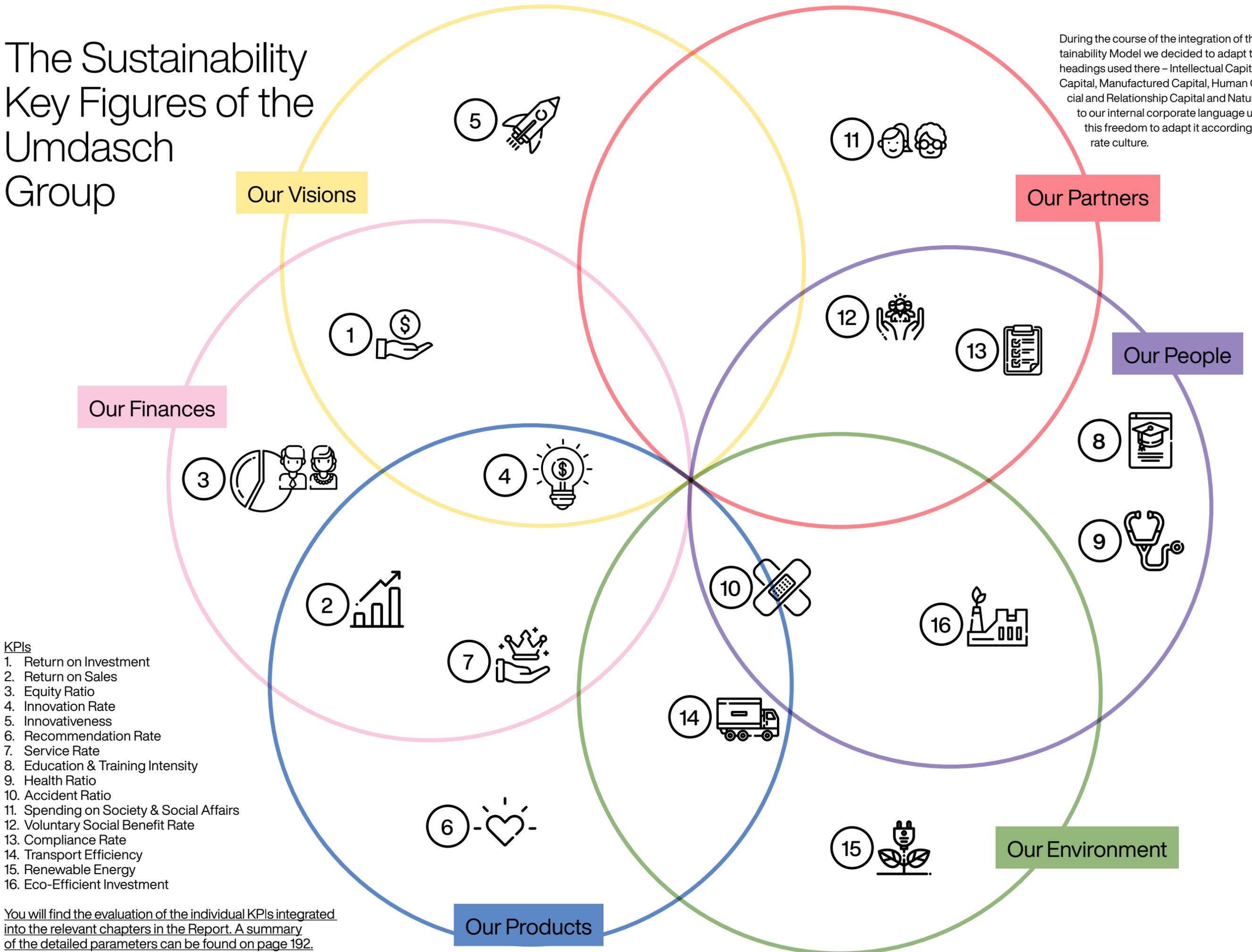
The new way of thinking becomes reality

For example: sustainability. This has been our constant companion through 150 years of corporate history. The willingness was always there. And so was the will to change for the better as regards transparency and measurability. It can be explained in just a few lines – the route from striving for change to the chance to make it reality. Its implementation is a long journey which the Umdasch Group embarked on several years ago.

And now they are here: the 16 key figures which ring in a change and position sustainability in the focus of the entire value creation process in the interests of the economic, ecological and social future viability of the Umdasch Group.

The Sustainability Key Figures of the Umdasch Group

During the course of the integration of the IIRC Sustainability Model we decided to adapt the working headings used there – Intellectual Capital, Financial Capital, Manufactured Capital, Human Capital, Social and Relationship Capital and Natural Capital – to our internal corporate language use. We take this freedom to adapt it according our corporate culture.



KPIs

- 1. Return on Investment
- 2. Return on Sales
- 3. Equity Ratio
- 4. Innovation Rate
- 5. Innovativeness
- 6. Recommendation Rate
- 7. Service Rate
- 8. Education & Training Intensity
- 9. Health Ratio
- 10. Accident Ratio
- 11. Spending on Society & Social Affairs
- 12. Voluntary Social Benefit Rate
- 13. Compliance Rate
- 14. Transport Efficiency
- 15. Renewable Energy
- 16. Eco-Efficient Investment

You will find the evaluation of the individual KPIs integrated into the relevant chapters in the Report. A summary of the detailed parameters can be found on page 192.