

The ASSA ABLOY Group is the global leader in access solutions. Every day we help people feel safe, secure and experience a more open world.

Sustainability roundtable discussion

9 November 2021

Experience a safer and more open world

ASSA ABLOY



Safety first



Stay home if you have flu symptoms



Keep your distance



Wash/sanitize hands



Alarm



Assembly point



Emergency exit



Emergency number



First aid kit



Protective equipment

Agenda

14.00

- **Welcome and introduction**

14.05

- **ASSA ABLOY and sustainability** – Nico Delvaux, President & CEO
- Q&A

14.35

- **People and social sustainability** - Maria Romberg Ewerth, EVP and Chief Human Resources Officer
- Q&A

15.00

5 min break

15.05

- **Operational sustainability** - Charles Robinson, Head of Sustainability and Jody Paviglione, Supply Management Americas
- Q&A

15.40

- **Sustainable innovation** – Zeljka Svensson, Head of Global Innovation Management
- Q&A

16.05 –
ca 16.40

Panel discussion

ASSA ABLOY and sustainability

1 Sustainability is a clear driver for economic growth...

- Sustainability will be vital to economic and industrial development in the coming decades
- Increasing demand from customers for sustainable products

2 ... and is important for our long-term competitiveness...

- Maintain industry leadership
- Be an attractive employer
- Offer attractive products and solutions
- Reduce and manage operational and business risk
- Preferred partner for external stakeholders

3 ... and is a key driver in our value chain

- Innovation
- Sourcing
- Production
- Sales
- Service

Sustainability is a natural part of **who we are** and **how we operate**

As a truly global company and an industry leader we have a **responsibility** to play our part to mitigate climate change and ensure the health & safety of our employees

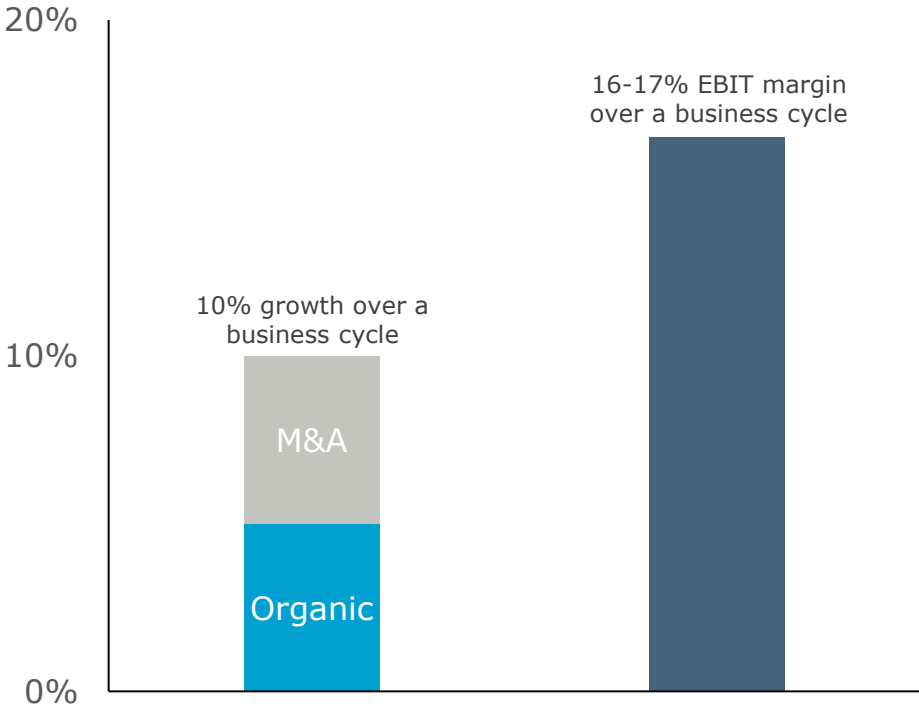
Sustainability is embedded in our strategic objectives to reach our financial targets...



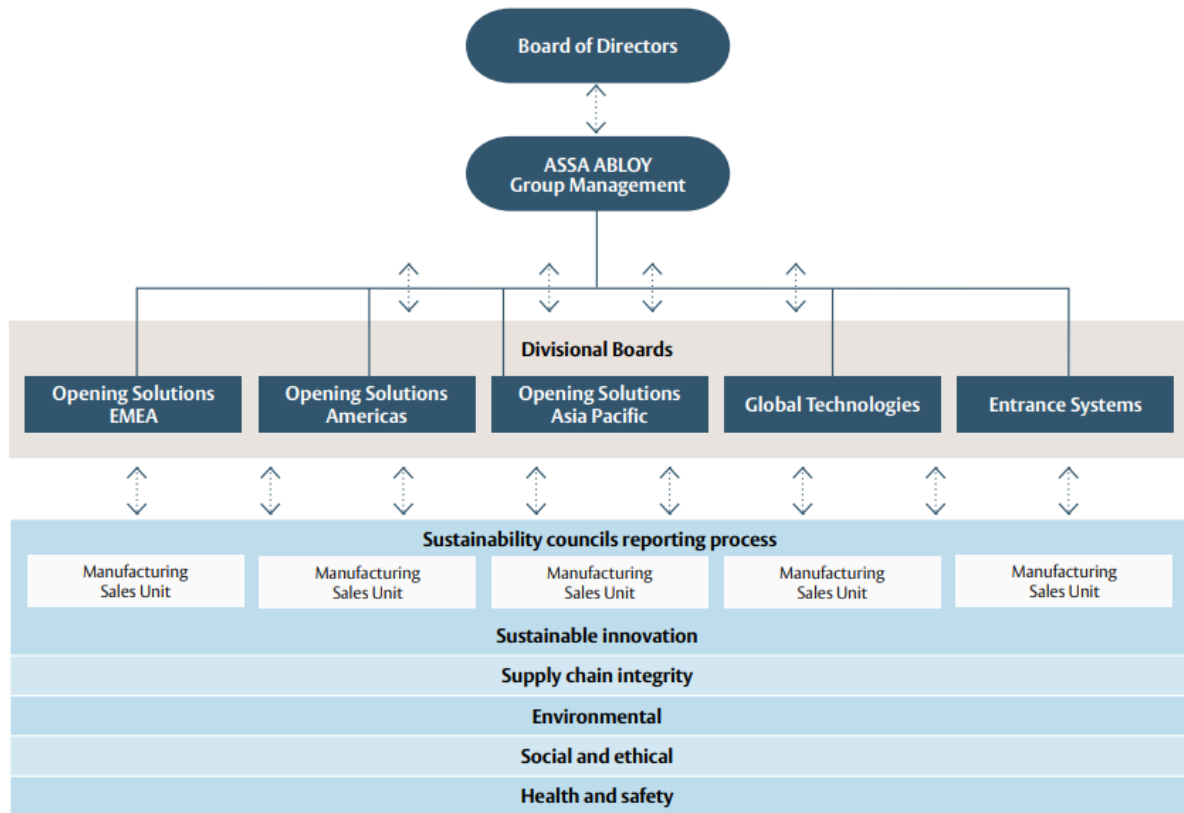
Strategic objectives



Financial targets



...and it is integrated in our organization to help us reach our targets



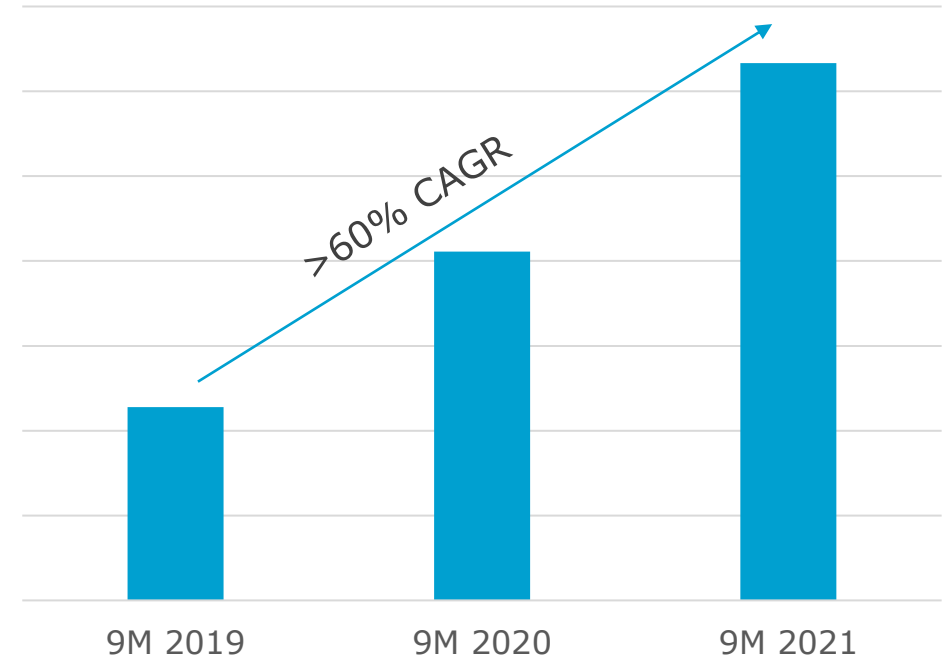
Sustainability is a driver for growth

- Market studies show that ~70%¹ of consumers are searching for green products
- About 50%² of all new commercial constructions are expected to be 'green buildings'
- Customers are committing to reduce emissions (e.g. science-based targets)
- Increasing number of regulations/standards for more energy efficient buildings and access (e.g. LEED, BREEAM)



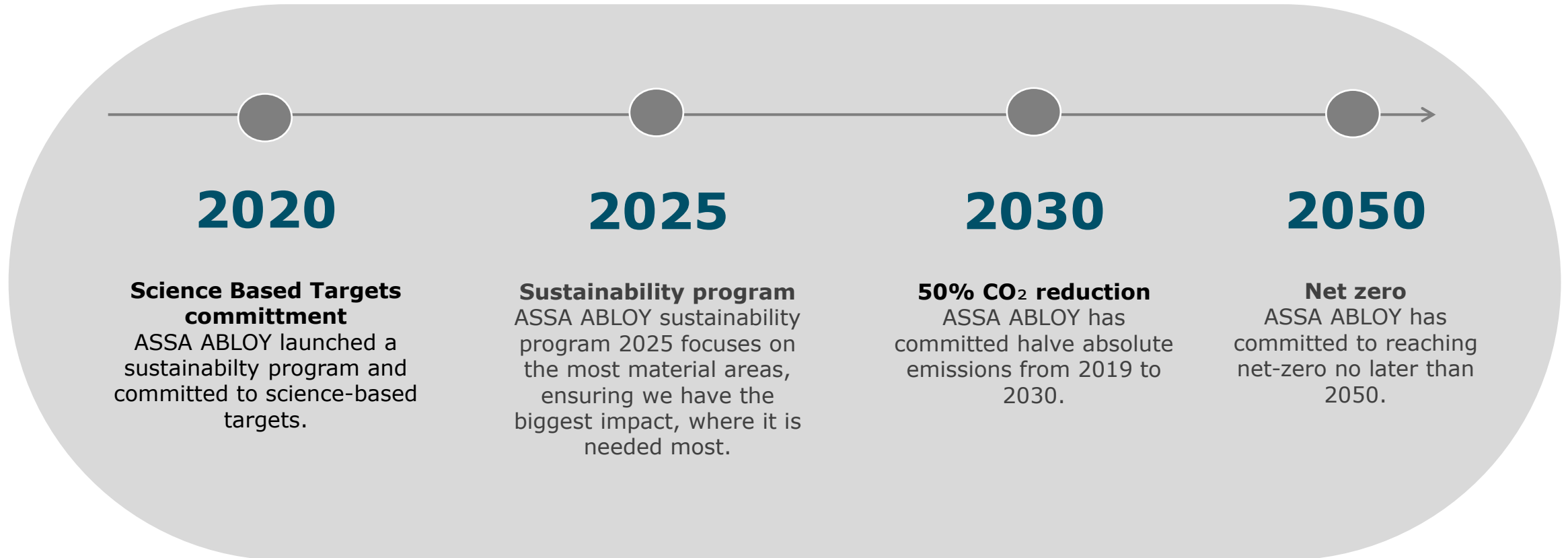
Our people enable our customers to attain green building standards and drive growth

Green specifications EMEIA (order value)



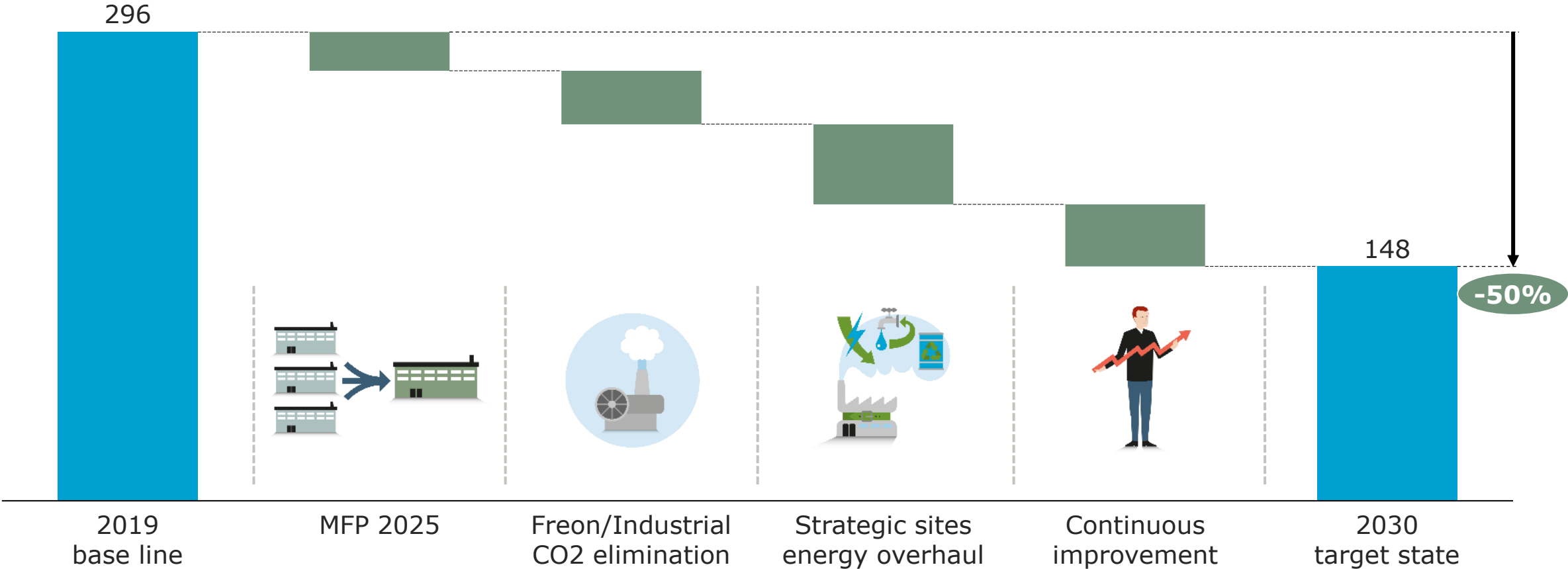
1) Source: UL, The Sustainable Edge 2) Source: Dodge Data & Analysis, World Green Building Trend 2018

Our sustainability program and vision



4-pronged approach to halve emissions by 2030

CO₂ (kTons)



Next steps

Action plan

Implementation and execution of the 2025 sustainability program

Science Based Targets

Set and ratify targets with 'science-based targets' initiative

Culture

Continue to work with our culture, including health and safety, diversity, employee engagement and diverse ways of working

TCFD

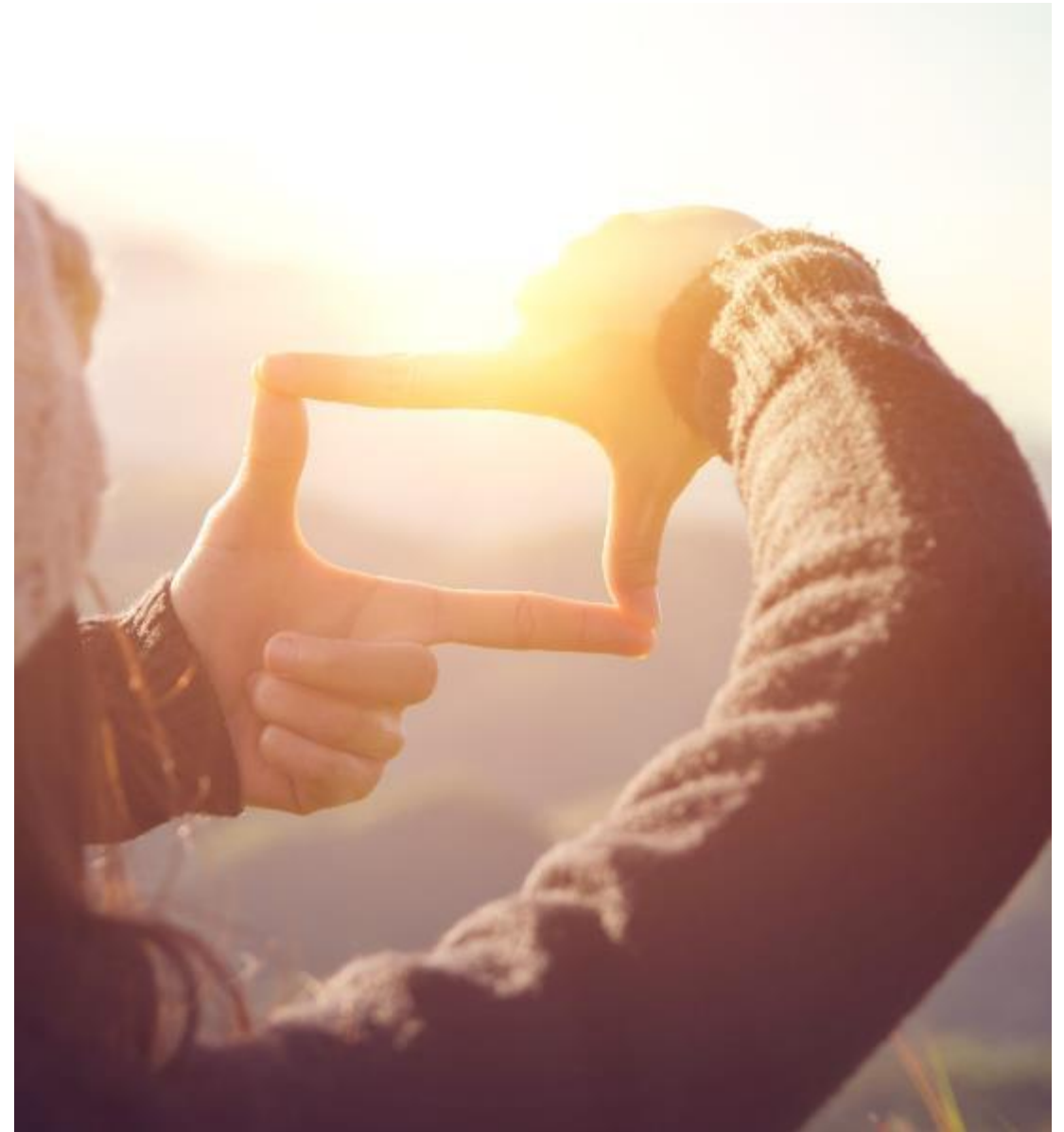
Start to align reporting against the TCFD framework over the coming years

EU taxonomy

Analyze how large share of our revenues are relevant for the EU taxonomy framework

Profitable growth

Capitalize on our sustainability efforts to reaccelerate profitable growth with sustainable innovation as an enabler





Q&A

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People and social sustainability

2021

Agenda

Common Culture

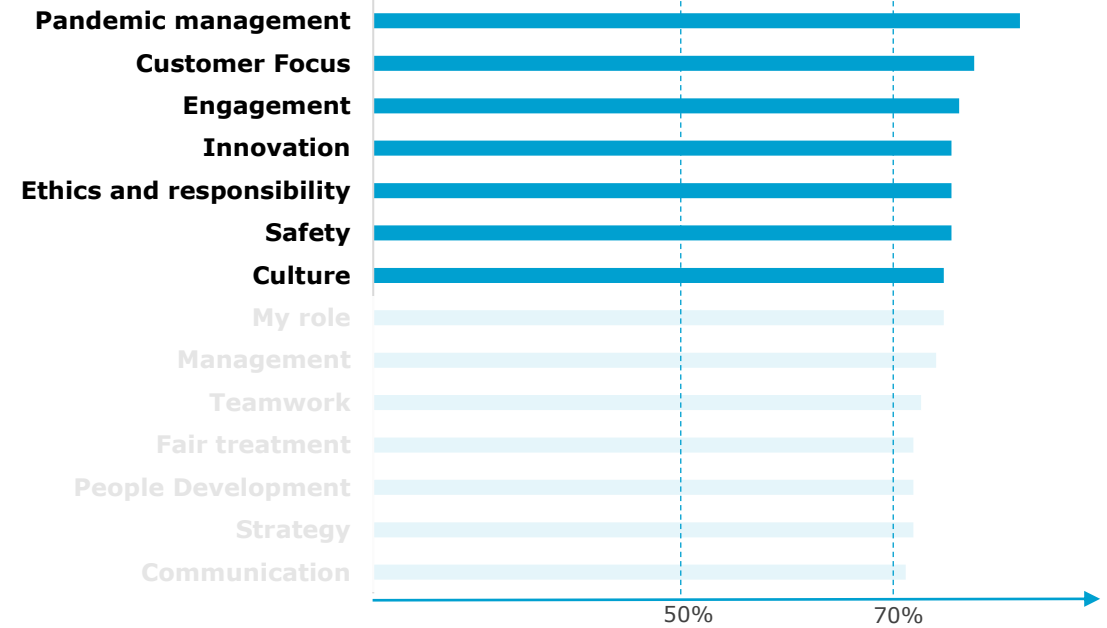
- Our People Journey - HR Transformation

Health and Safety

Diversity and Inclusion

Talent Management

Voice of the Employee (score)



Our cultural journey

Together we are
Our identity

Together we grow
Our strategy

To put emphasis on leadership, we created
Leadership Dimensions

How we continue the journey



Vision and core values

A vision and core values to guide the organization is a great start



Walk the talk

A lot of leaders talk about culture, we aspire to do something about it



Work environment

How we interact

Our People Journey



Together we Grow
2018

People – as a part of group strategy

HR mission and vision
Linkage to group strategy



HR transformation
2019

Cascade HR strategy

Walk the talk: our identity
HR strategy, Great 2025

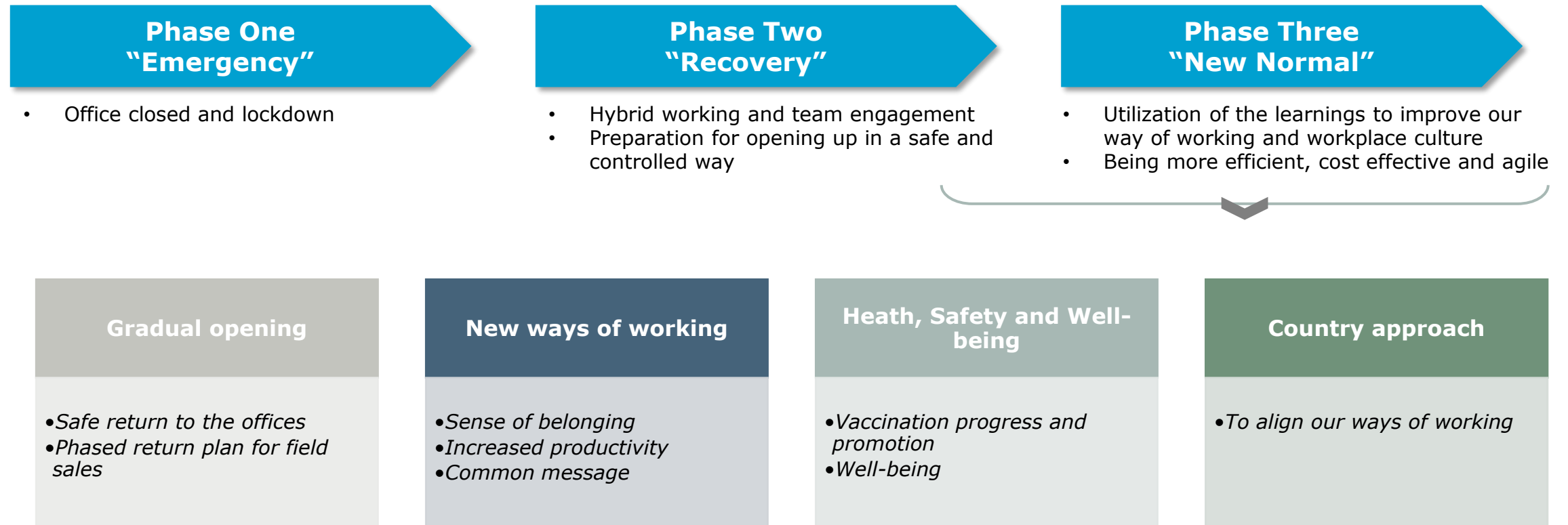


Priority and implementation
2020-

Yearly priority

Yearly HR priority and target that supports the achievement of great 2025

Covid-19 phases and our reactions



Our way of working

What it is?

- Result driven
- Adaptable
- Office/premise based
- Empowerment to local organization
- Diversity of workforce and possibilities

ASSA ABLOY's Culture and Workplaces

- We are a **workplace-focused** organization: we believe culture develops in the interactions between our people. When we meet, we **connect**, **innovate**, and **solve problems** together. We learn from each other. Our culture of Empowerment, Innovation, and Integrity drives our success.
- We have a **diverse** global workforce with different ways of working – one size does not fit all.
- **Adaptable** working arrangements – when and how we present at the workplace - can be beneficial to advance productivity and employees' well-being.

Agenda

Common Culture

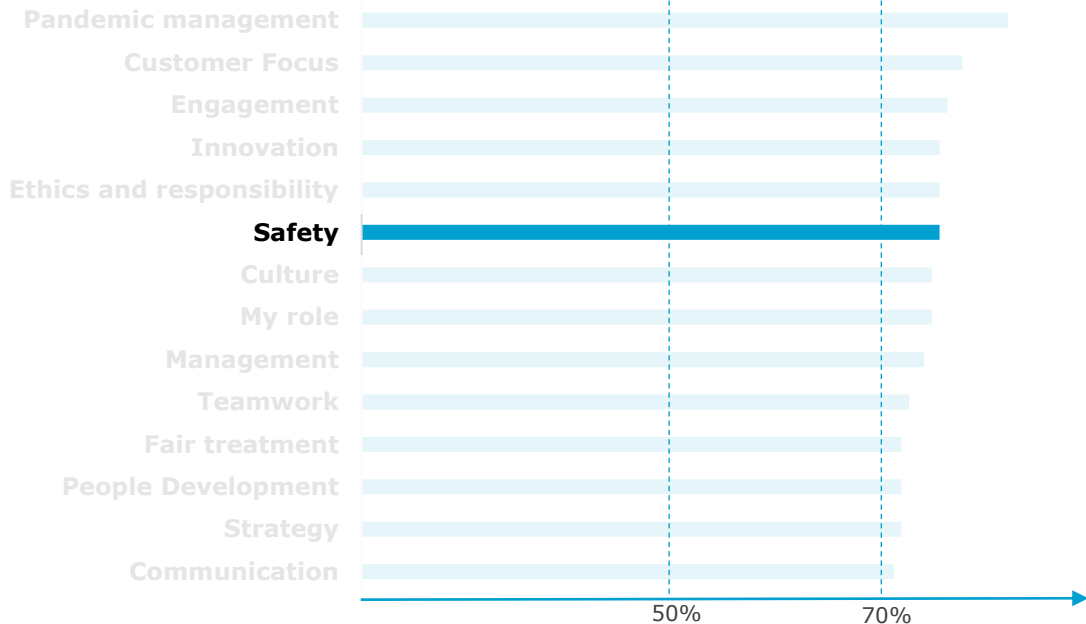
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Health and Safety

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Talent Management

Voice of the Employee (score)



Employee experience



Leadership



Ethical & social responsibility



Health & safety



Digital workplace



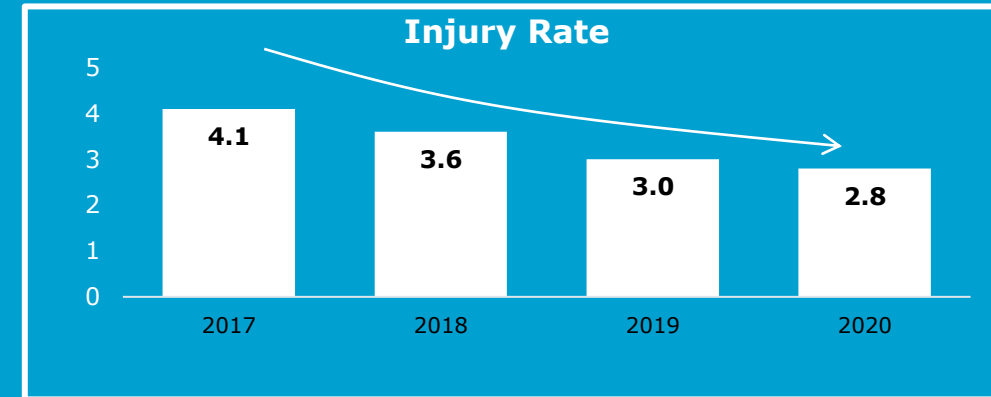
Health and Safety

Great 2025

- Work toward “best in class” injury rate of 2.0
- Improve employee health and well-being

Focuses and actions 2021

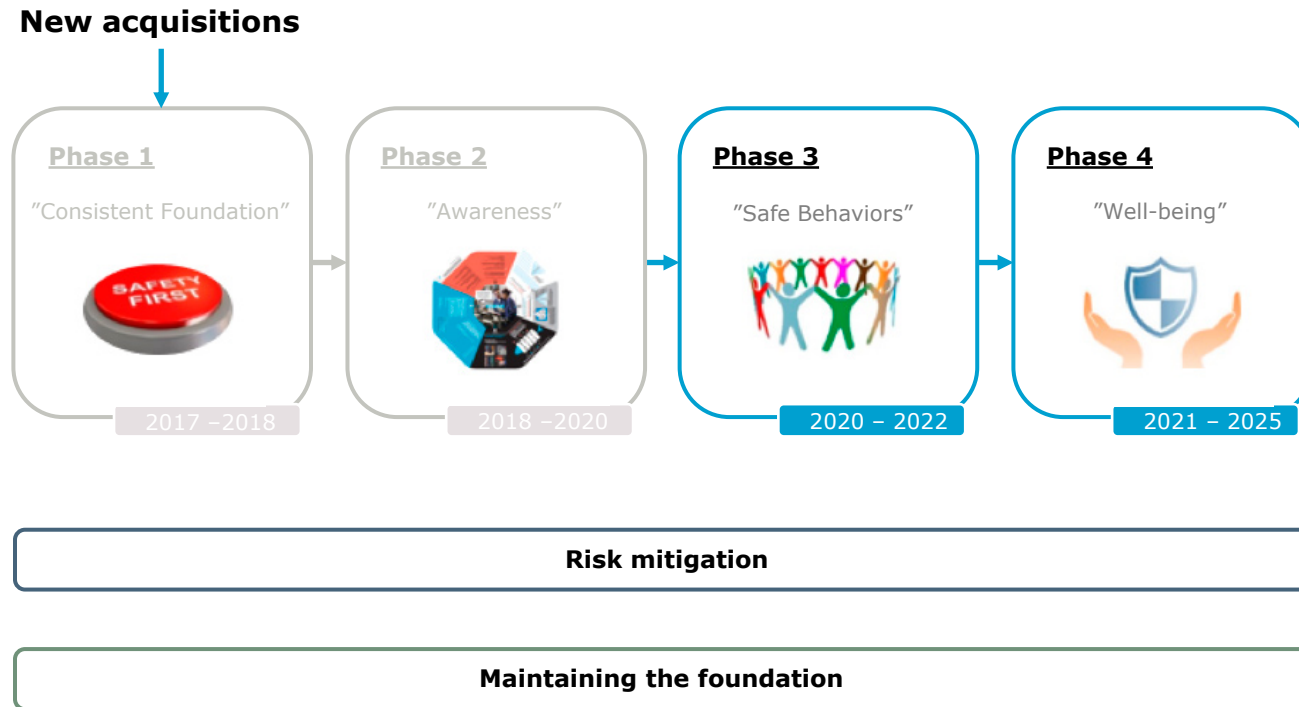
- 1. Established risk-based approach**
 - Risk mapping
 - Preventive work
 - Continuous safety improvements
- 2. Development of well-being program**
- 3. H&S OpEx development**
- 4. Deployed “Together we are safe” workshop**



- More than 25% of injuries in 2021 occurred in newly acquired agta record (~2,200 employees)
- The division and the Health and Safety team are onboarding agta record

Health and Safety journey

Focus now on risk mitigation and maintaining the foundation



Agenda

Common Culture

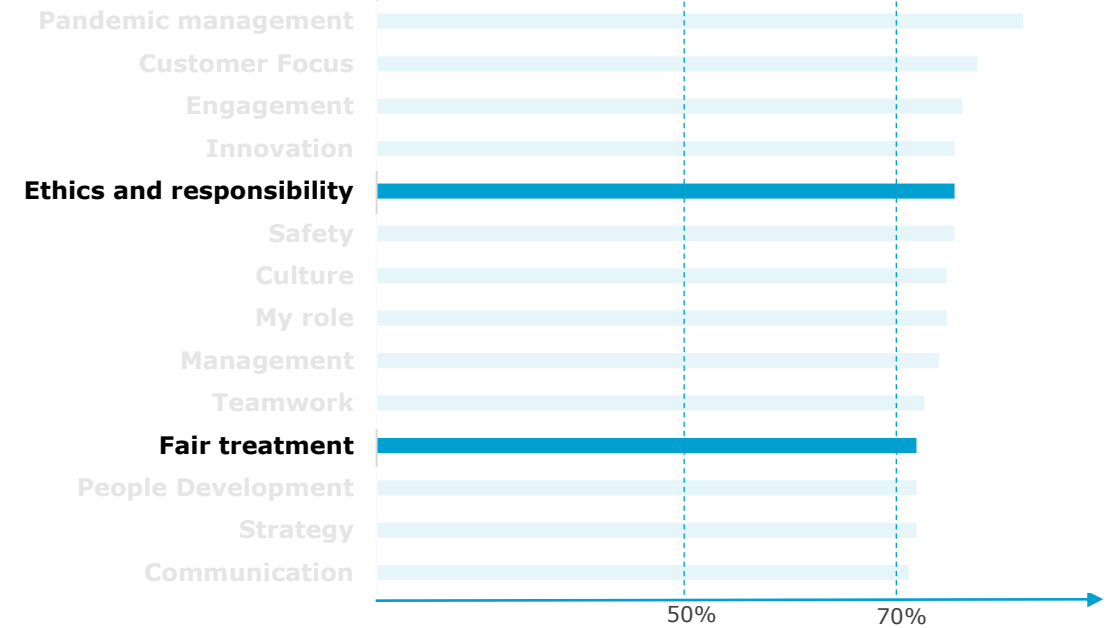
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Health and Safety

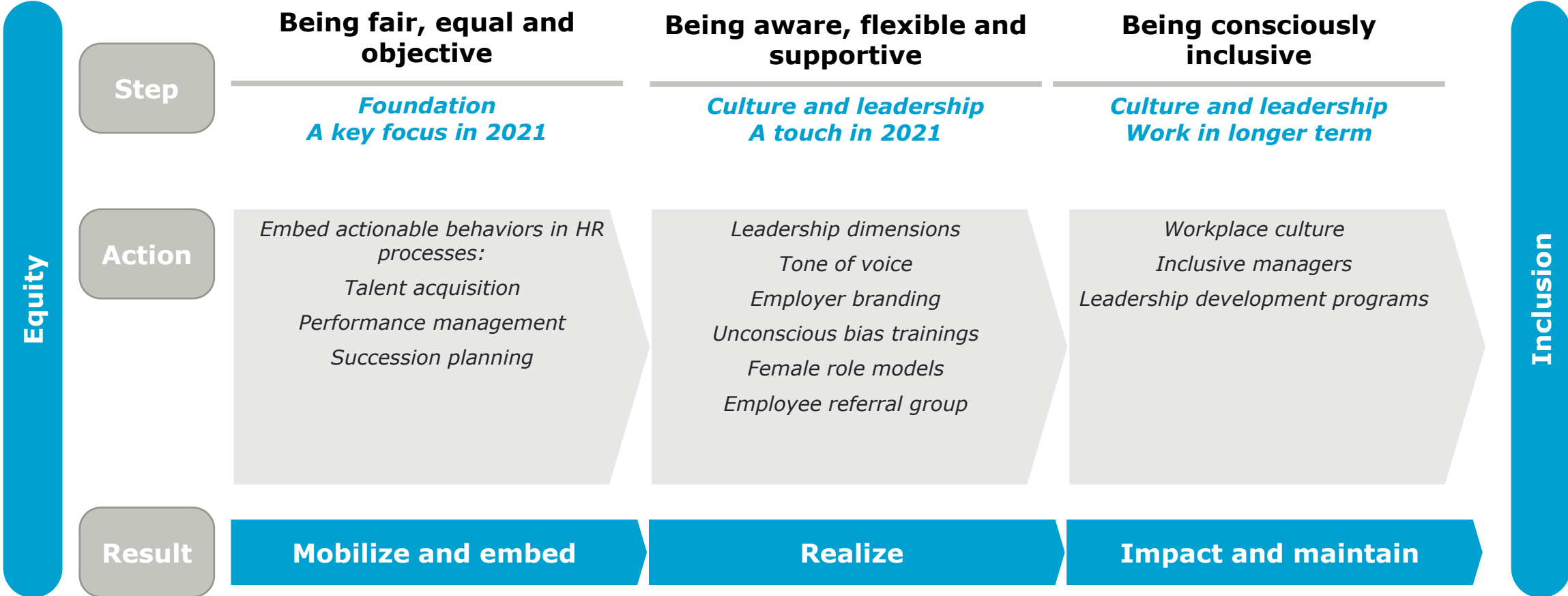
Diversity and Inclusion

Talent Management

Voice of the Employee (score)



The roadmap for Diversity and Inclusion



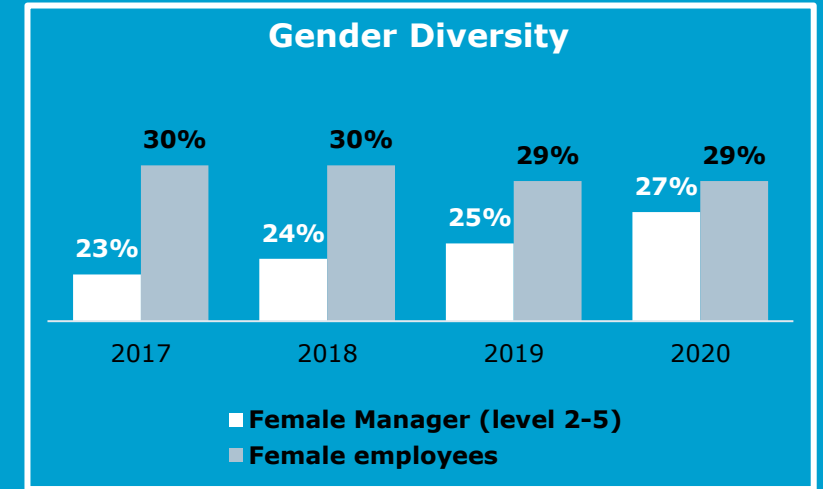
Diversity & Inclusion

Great 2025

- **People:**
Our workforce reflects diversity and the workplace is inclusive
- **Marketplace:**
Our products are the agents of driving the diversity and inclusion changes externally
- **Communities:**
ASSA ABLOY is a recognized champion in supporting diversity and inclusion

Focuses and actions 2021

1. Review and embed D&I in HR processes
2. Build the diversity and inclusion learning collections
3. Promote female role models and success stories
4. Support the employee resource groups and create a sense of belonging
5. Provide resources to ensure the underrepresented talents grow in their careers



- Focus on attracting entry-level female talents to strengthen our pipeline
- Make people grow in their careers
- Culture of inclusion

Mitigate bias through structured recruitment process

Hinder Bias. Hire the Best.

Create

Create job advertisement that attracts a wide range of qualified candidates

1. Define criteria
2. Open an inclusive requisition

Slate

Manage the recruitment funnel – to ensure all qualified candidates are equitably reviewed

1. Build diverse interviewers' team
2. Co-develop evaluation plan

Evaluate

Ensure diverse qualified candidates are equitably selected and chosen

1. Conduct inclusive interviews
2. Rate qualified candidates

Promote female role models and success stories

For Treesa Mondal, self-confidence begins with respect Edit page



#WeAreASSAABLOY

It's easy to grow when you're given a big stage Edit page

Global #WeAreASSAABLOY Translate

"ASSA ABLOY is like a very big stage you can dance upon. I've learned so much here," says Violet Liu, Senior Program Manager for August. "I'm very appreciative of the culture and the people, because they allow me to grow."

Originally from a small city outside of Shanghai, China, Violet began her ASSA ABLOY journey with the Shanghai team. She met her husband, an American, in Shanghai and fell in love. A little over a year ago, they welcomed their first child, a little girl, to their family.

Her husband's aging parents and a desire to raise their children in the US pushed Violet to search outside the Shanghai team for other opportunities within the company. An unfulfilled position on the San Francisco team was the answer. In December 2020, Violet left her family and friends behind to embark on a new adventure in the US.

The transition has been challenging. While leaving a company she is



Helping people is the highlight of my day Edit page




#WeAreASSAABLOY

Global #WeAreASSAABLOY

A great way to create a positive wellbeing that includes self-confidence is through giving and receiving respect. "I have that comes from the respect I show myself," says Treesa Mondal, Sales Manager UAE and Oman/Key Accounts Manager Middle East, ASSA ABLOY Global Solutions.

Treesa is based in Dubai and has been with the company for eleven years.

Life is meant for living Edit page




#WeAreASSAABLOY

Global #WeAreASSAABLOY Translate

Even during the pandemic, Jackie Bailey, receptionist at Lorient, an ASSA ABLOY company, knows that life won't always be this way. "It feels like forever, but it's never forever."

Lorient Polyproducts designs and manufactures high performance sealing systems for door assembly and is based in Devon in the United Kingdom, which is where Jackie lives. She is the first touchpoint for many, and she enjoys creating a warm welcome. She takes

Your heart will always guide you Edit page



#WeAreASSAABLOY

Global #WeAreASSAABLOY Translate

"I hope people see there are always opportunities. Listen to your heart. Go after your dreams, grow, learn, travel -anything is possible. Just go for it," says Elena Diaz, Business Systems Specialist, ASSA ABLOY Entrance Systems.

Elena, who was born in Madrid, Spain and currently lives there, began her journey with ASSA ABLOY eleven years ago, as an intern in the finance department. After two years of

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Most popular

Translate

Agenda

Common Culture

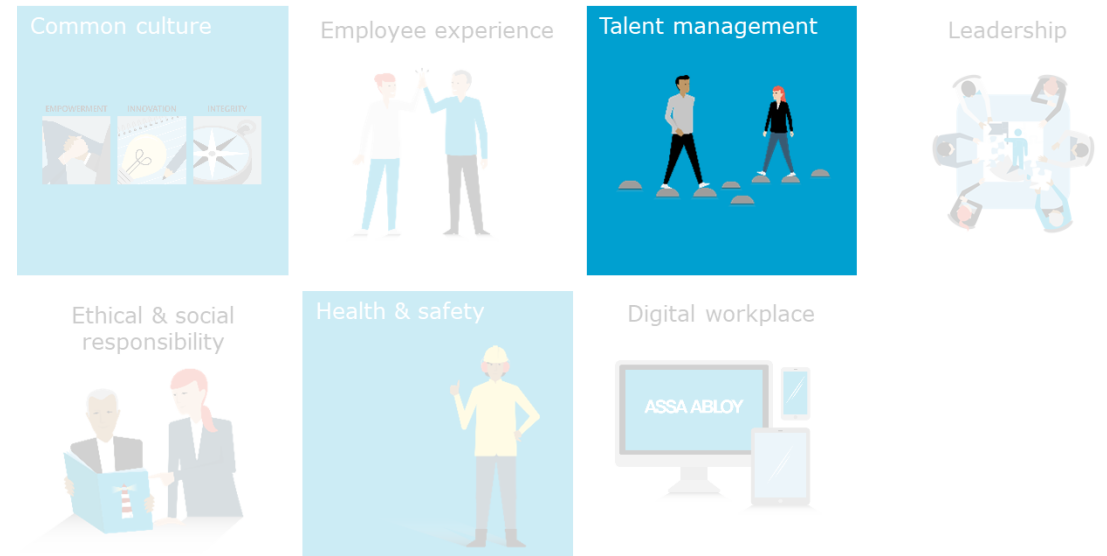
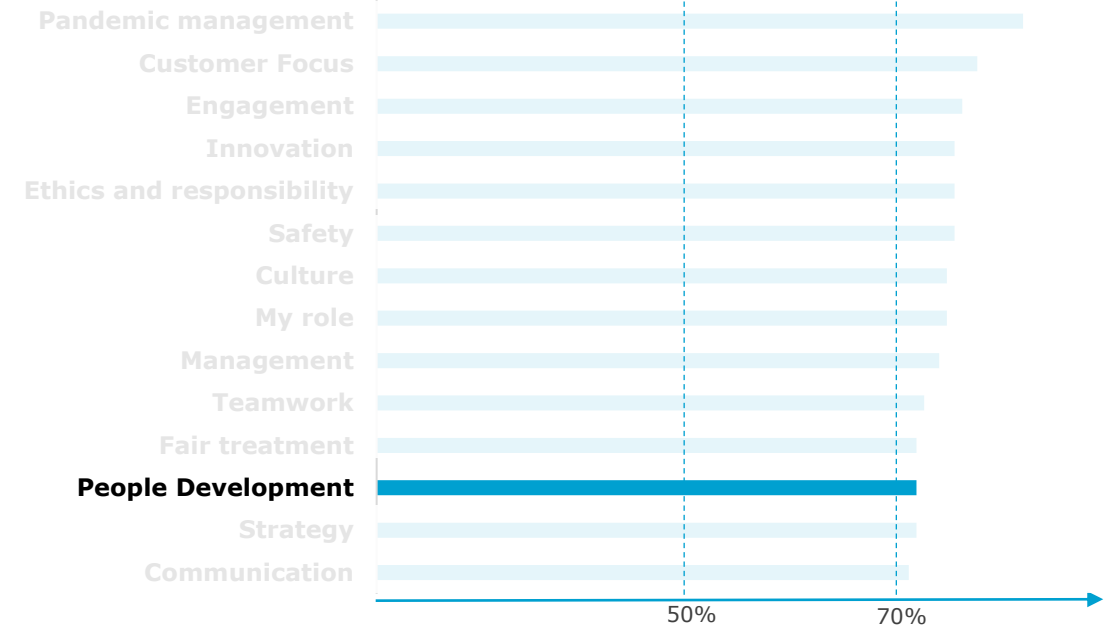
- Our people Journey – HR Transformation

Health and Safety

Diversity and Inclusion

Talent Management

Voice of the Employee (score)



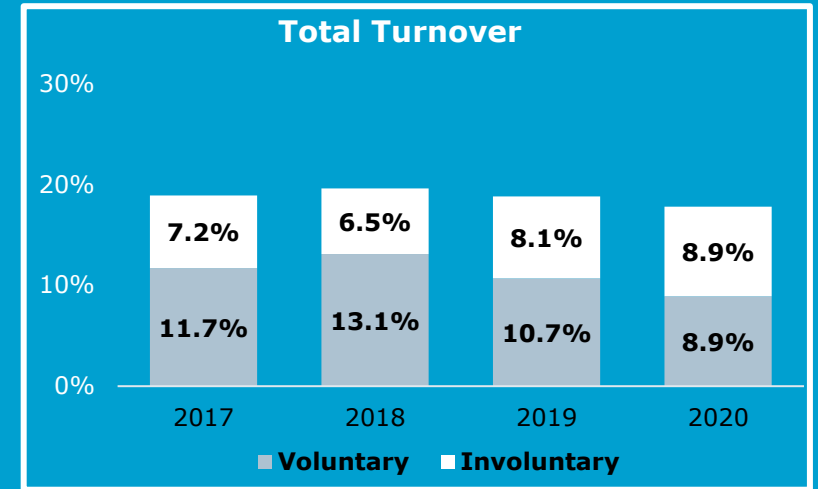
Talent Management

Great 2025

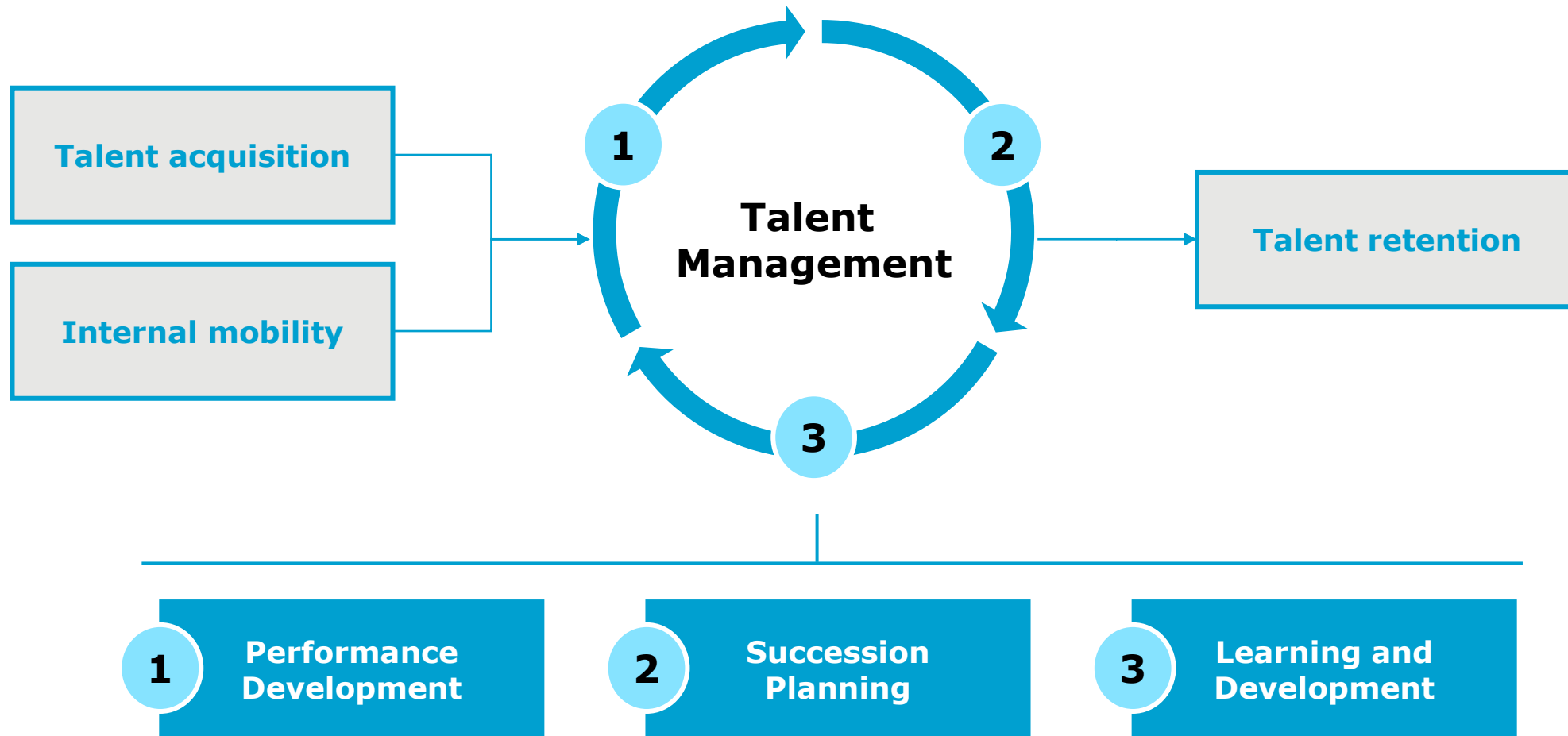
- **Enable a culture of people development**
Empowered employees and coaching managers
- **Provide career and development opportunities for employees at all levels**
Learning on the job, leader- and specialist tracks
- **Practice continuous performance development**
Formalized coaching and mentoring programs

Focuses and actions 2021

1. **Successors identified** at higher management levels with a focus on development
2. **Linked performance to talent management performance, succession planning and internal mobility**
3. Continued the new **performance development process**
4. Introduced **digital learning**



People development cycle – we are tying it all together



Summary



Priorities in 2021:

- Workplace culture
- Leadership development
- Internal mobility
- Performance development
- GPS

Common culture

- Together we - the cultural journey
- COVID-19 reactions
 - Gradual opening
 - New ways of working
 - Health, Safety and Well-being
 - Country approach



Health and Safety

- Establish risk-based approach
- Development of well-being program
- Deploy "Together we are safe" workshop



Diversity and Inclusion

- Embed D&I in HR processes
- Female role models and success stories
- Diversity and inclusion learning collections



Talent Management

- Link performance to TMP, succession planning and internal mobility
- Successors identified for senior positions – talent assessments





Q&A

The ASSA ABLOY Group is the global leader in access solutions. Every day we help people feel safe, secure and experience a more open world.

Short break – we will soon start the next session!

Remaining agenda

35 min

- **Operational sustainability** - Charles Robinson, Head of Sustainability and Jody Paviglione, Supply Management Americas
- Q&A

30 min

- **Sustainable innovation** – Zeljka Svensson, Head of Global Innovation Management
- Q&A

35 min

Panel discussion

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Operational Sustainability

Annual Investor Conference, 9th November

Experience a safer and more open world

ASSA ABLOY

Executive summary



Sustainability
ASSA ABLOY

1

- Sustainability program 2015 – 2020: Results

2

- Sustainability Program to 2025

3

- Science Based Targets update

4

- TCFD & EU Taxonomy

Executive summary

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Overall good progress on sustainability in the last five years (1/2)

	KPI	Outcome	Improvement	Target 2020	Comment
Health and safety	Injury rate (>1 lost day per million hours worked)	6.7 → 2.8	-58%	-55%	• n/a
	Injury lost day rate	136.0 → 66.7	-51%	-64%	• Injury severity resulting in high number of lost days
Energy	Total consumption (MWh / SEK M, Value Added)	23.7 → 16.6	-30%	-20%	• n/a
	CO₂ related to energy (tons / SEK M, Value Added)	8.3 → 6.0	-27%	-20%	• n/a
	Energy from renewable resources (%)	9.1 → 14.3	+5.2 p.p.	20%	• No further renewable energy availability on the market (without cost premium)
Emissions from industrial processes	Total consumption (CO ₂ related to Freon usage; tons / SEK M, Value Added)	5.6 → 0.03	-99%	-85%	• n/a

Overall good progress on sustainability in the last five years (2/2)

	KPI	Outcome	Improvement	Target 2020	Comment
Waste	Hazardous waste (tons / SEK M, Value Added)	109.0 → 89.0	-18%	-20%	• Reclassification of waste in China resulted in higher hazardous waste
	Non-hazardous waste (tons / SEK M, Value Added)	880.0 → 584.0	-28%	-20%	• n/a
Organic solvents	PER and TRI* (tons)	19.0 → 0.6	-97%	-85%	• Used in washing processes, consumed at 2 sites globally; now fully phased out
	Other types (tons)	1,255 → 400	-68%	-50%	• n/a
Water	Water consumption (m3 / SEK M, Value Added)	84.9 → 42.2	-50%	-20%	• n/a
Supply management	Supplier Sustainability Audits (% of direct material spend in LCC)	90% → 91%	91%	90%	• n/a
	Business Partner Code of Conduct (% of direct material spend)	N/A → 95%	95%	95%	• n/a

*Perchloroethylene, Trichloroethylene

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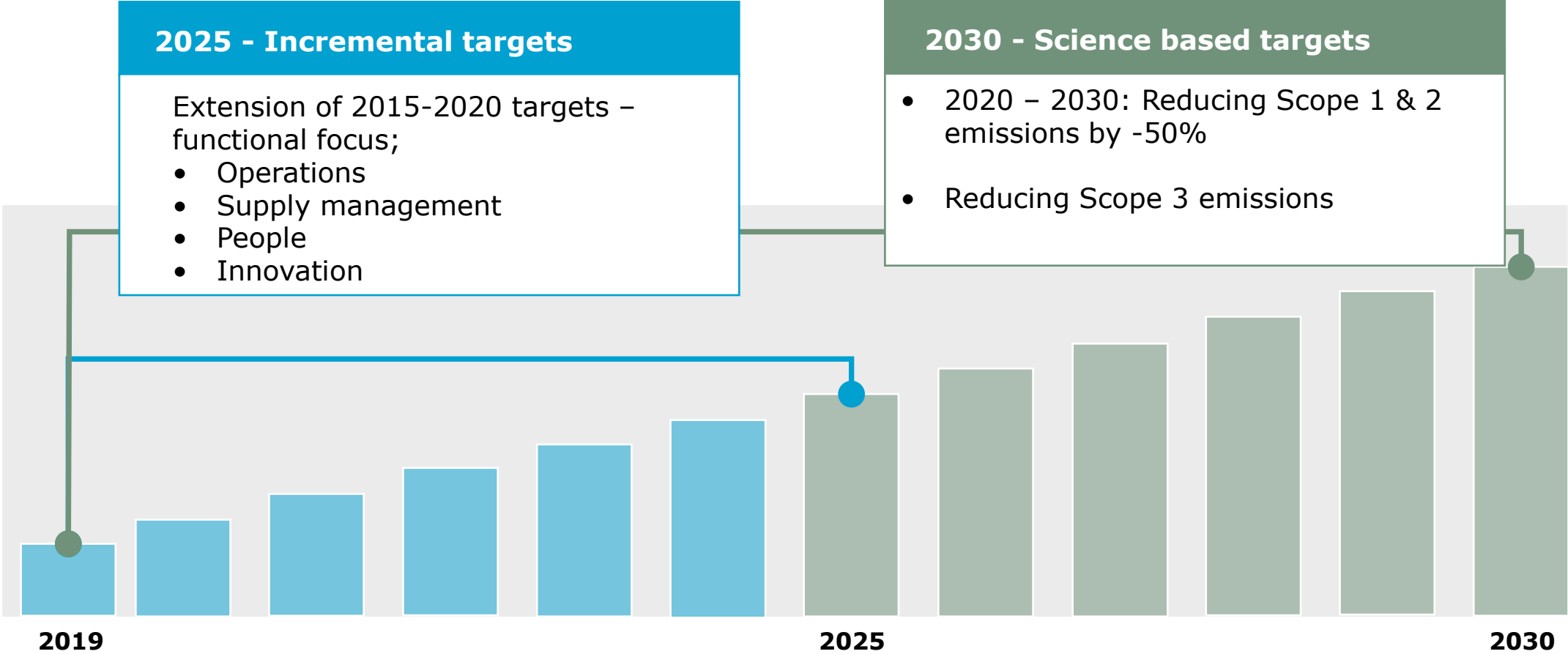
3

- Science Based Targets update

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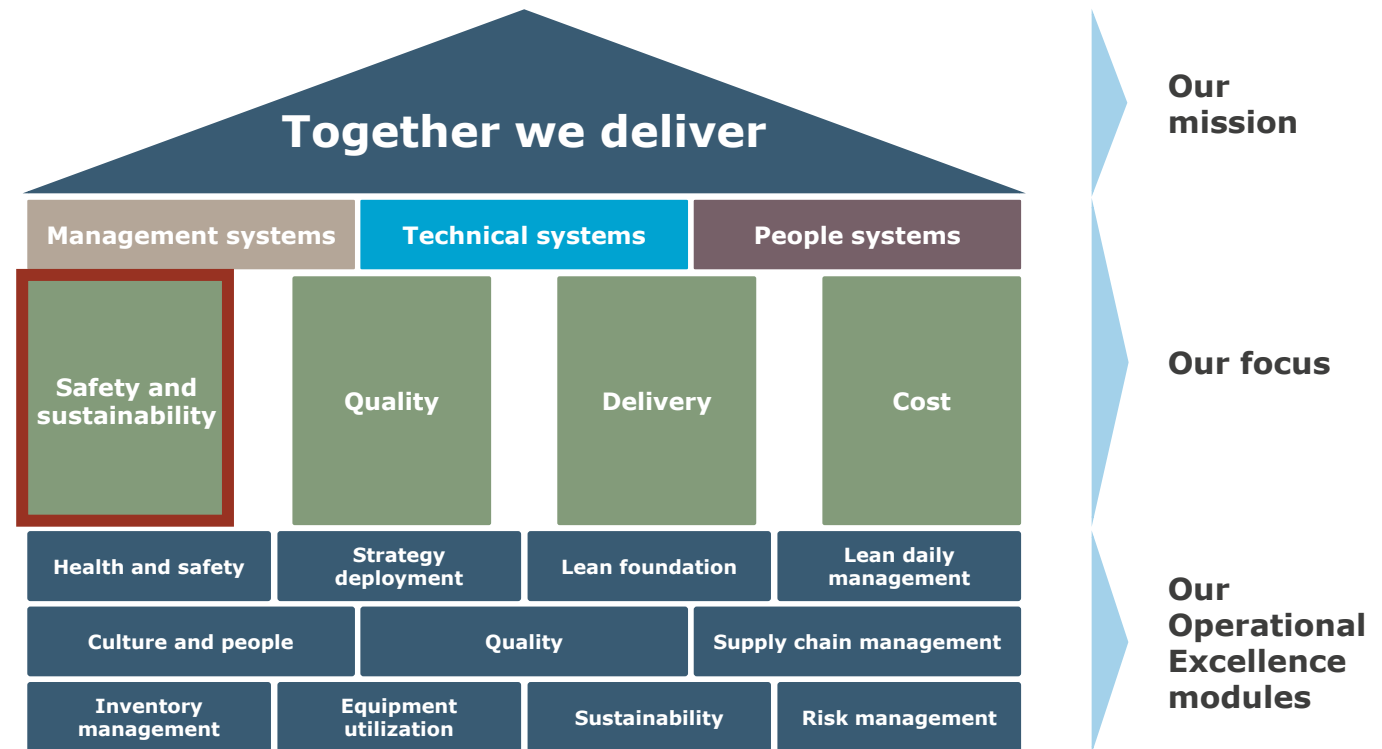
- TCFD & EU Taxonomy

Group sustainability targets – both incremental and longer-term



Sustainability in Action

- Divisional Action Plans to 2025
 - Quarterly formal reviews with Divisional COOs
- Energy effectiveness work-stream
 - Smart energy monitoring top 25 sites
 - Energy Playbook
- Operations Excellence Strategy House
 - Sustainability & Safety – Key pillar
 - Global operational excellence assessment



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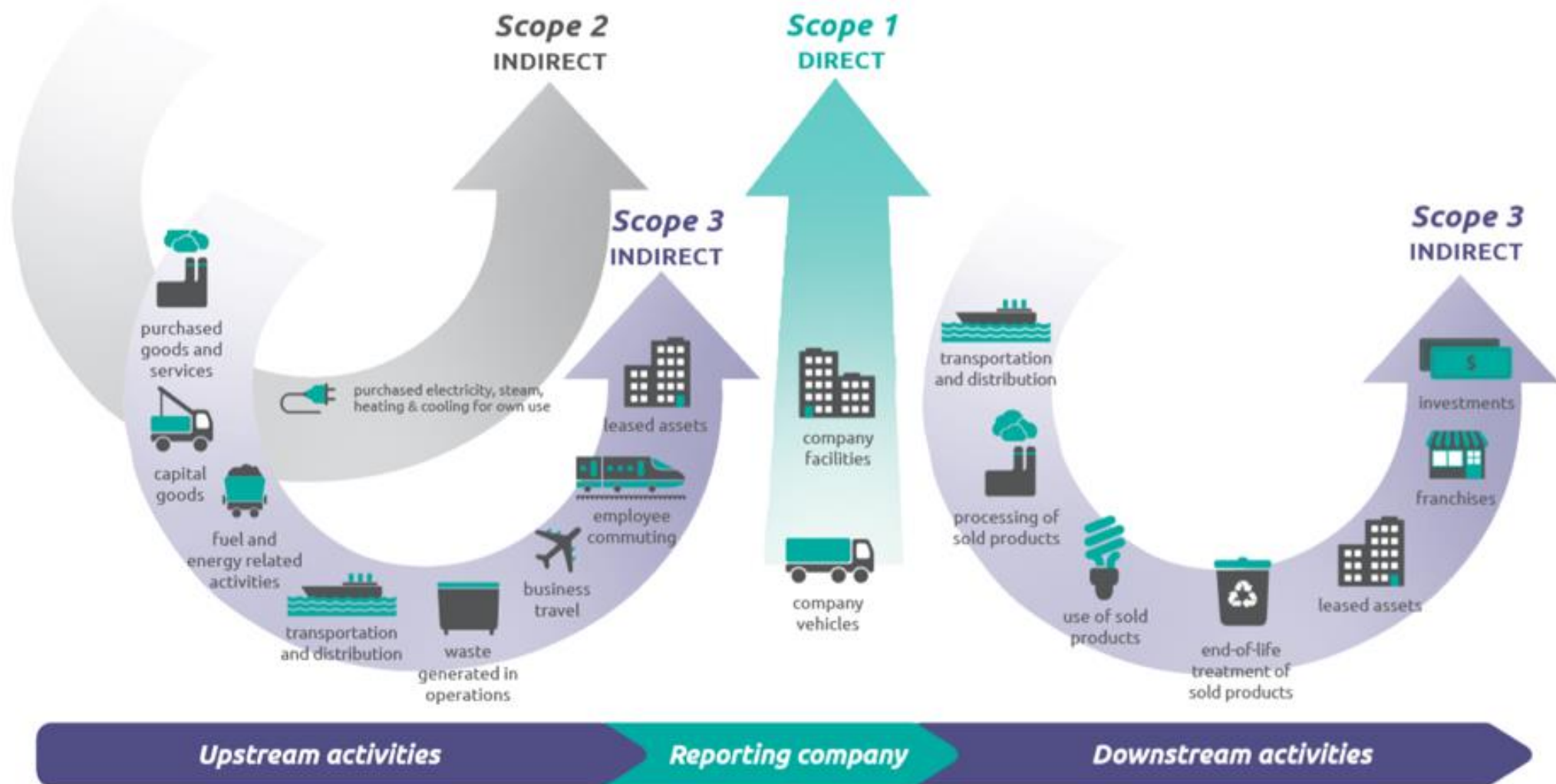
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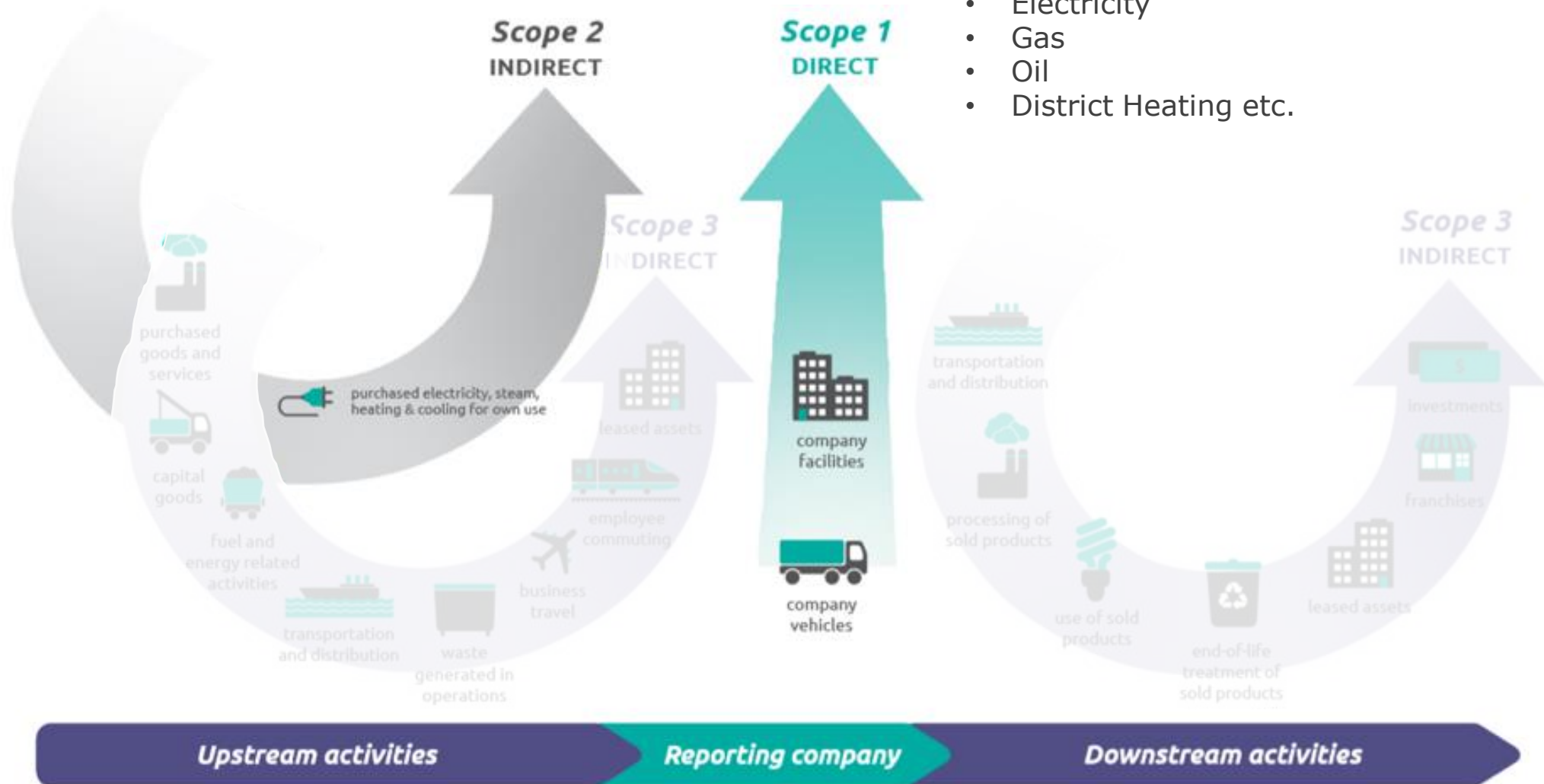
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First time reviewing Scope 1 & 2, and Scope 3

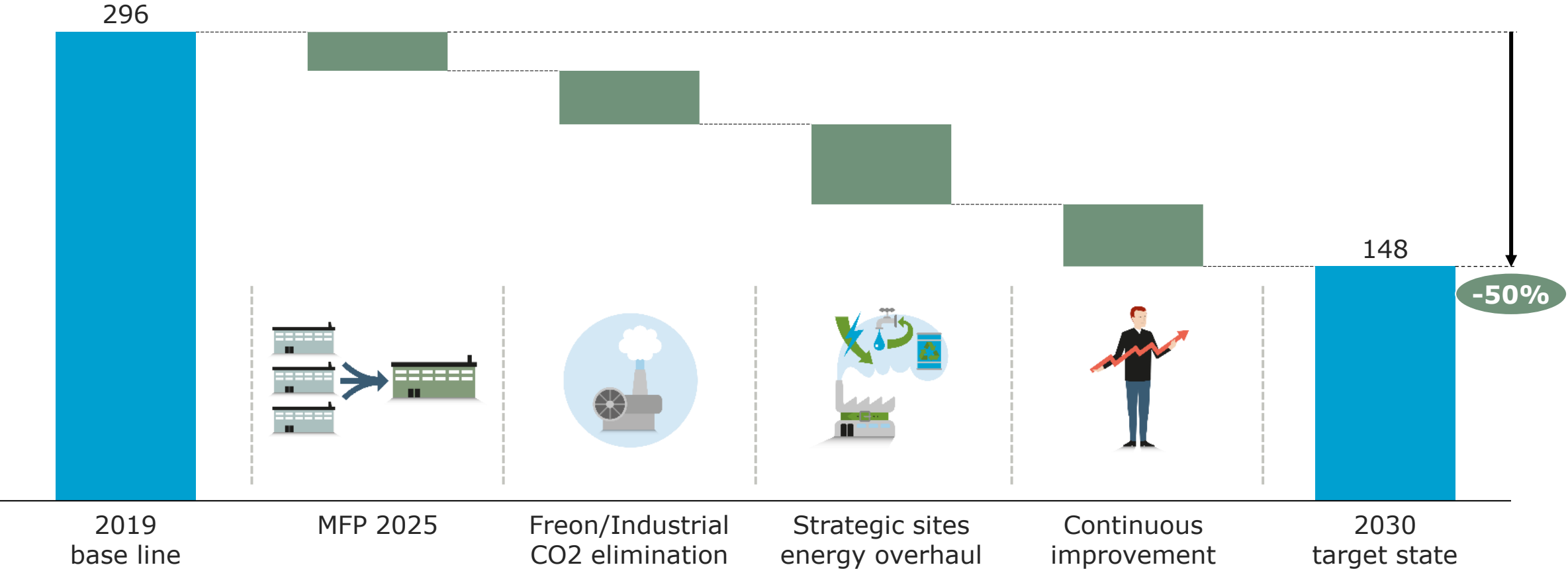


Scope 1 & 2 emissions

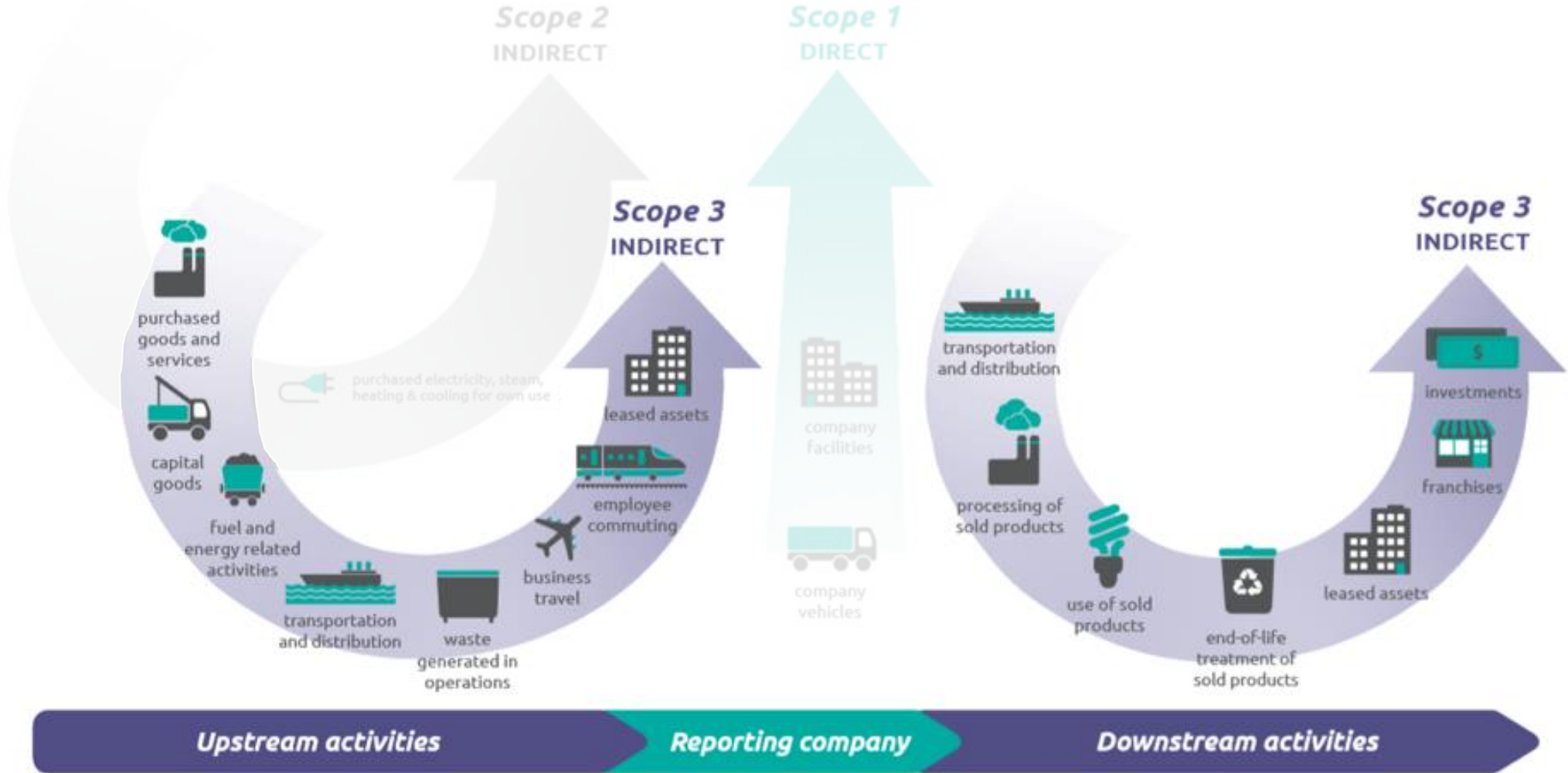


4-pronged approach to reduce Scope 1+2 emissions by 50% by 2030

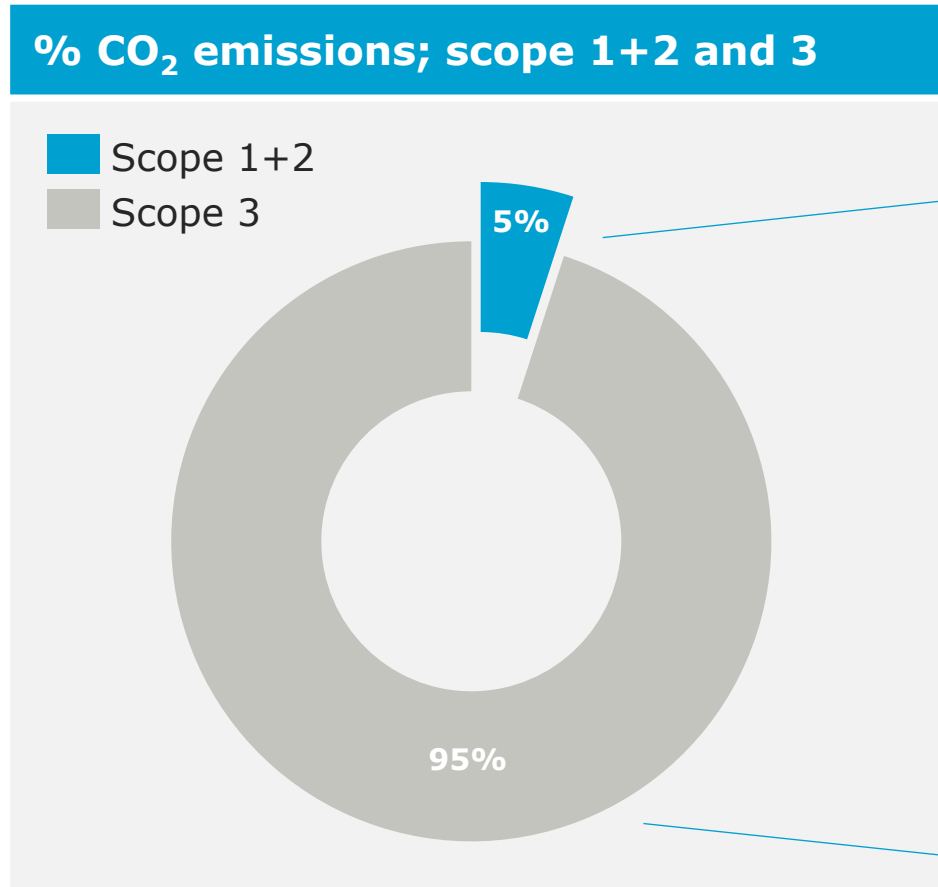
CO₂ (kTons)



Scope 3 emissions



Relevance of our Scope 3 footprint

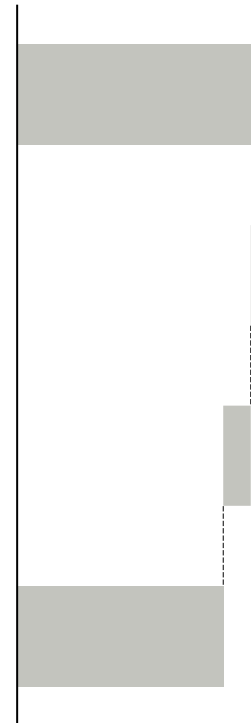


Total Scope 3

Energy in-use
of sold products

**Transport &
logistics**

**Purchased goods
& materials**



- **Transport & Logistics**
Optimise low-carbon freight
- **Purchased goods & materials** and **Supplier Engagement**
partner with material suppliers to reduce environmental footprint

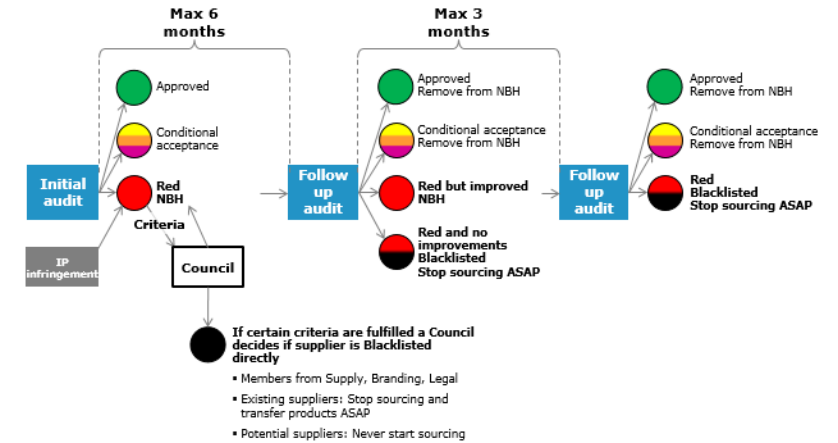
Supplier Sustainability Audit Program

Raising the standard

From low-cost countries scope to risk-based scope:

– Country Risk Index Model

- World Bank Worldwide Governance Indicators (50%)
- UNDP Human Development Index (20%)
- Transparency International Corruption Index (15%)
- US Department of State Trafficking Report (15%)



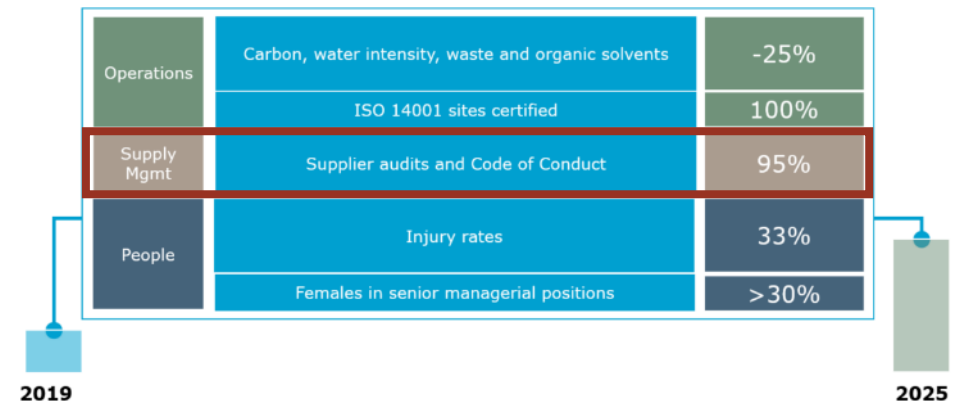
Added new stoppers

- Infringing IP rights
- Modern Slavery
- Remuneration / Compensation
- RoHS compliance

Business Partner Code of Conduct

- Extended to include **indirect** suppliers

Sustainability Program to 2025



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TCFD & EU Taxonomy

TCFD – Task Force on Climate-Related Financial Disclosures

- Process started, scenario analysis workshop
- First qualitative disclosure will be in Sustainability Report 2021



EU Taxonomy

- Reviewing taxonomy relevant % of revenue
- 2022, measure taxonomy aligned % of revenue



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Sustainable innovation

November 2021

Experience a safer and more open world

ASSA ABLOY

Sustainability trends to watch in 2021 and 2022

Sustainability is a global trend

1. Sustainable Products Will Become the Norm

2. ESG (Environmental, Social and Governance) Investments Will Continue to Rise
3. Renewable Energy Will Become Increasingly Cheaper
4. Working from Home is Here to Stay
5. Carbon Offsetting Will Go Mainstream
7. Companies Will Be Required by the Government to Disclose Climate Risks to the Public
8. Clean Air Will Become a Higher Priority
9. Organizations Will Face Consequences for Insufficient Climate Action
10. Electric Utilities Will Face Increasing Pressures to Re-invent Themselves

▪ [HTTPS://ENERGYWATCH-INC.COM/SUSTAINABILITY-TRENDS-2021-2022/](https://energywatch-inc.com/sustainability-trends-2021-2022/)



Sustainable products - a continuous journey

- Awareness program – internal trainings
- Minimize our own impact
- Maximize our customers' objectives
- Communicate the value – value proposition
- Transparency (EPD/LCA)
- 3rd-party certification
 - LEED - Leadership in Energy and Environmental Design
 - BREEAM - BRE Environmental Assessment
 - EU Green Building

Sustainability is integrated in all Group processes: product management, product development, manufacturing, logistics and sales



Sustainable products

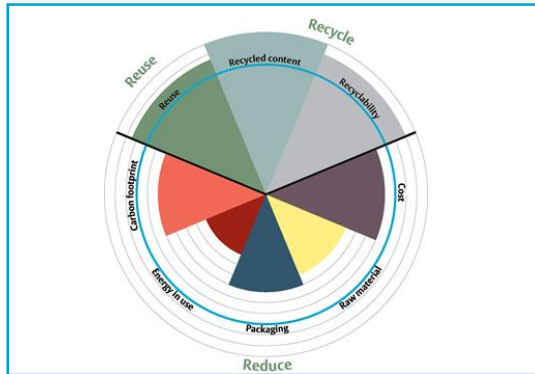
Part of our innovation strategy

Sustainability is a Group wide responsibility and all units should **actively develop** products and **articulate** the sustainability **value proposition**.



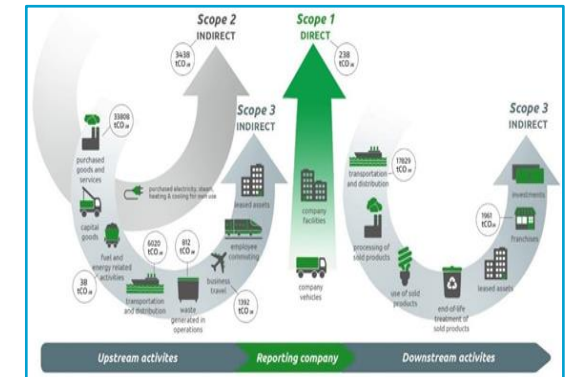
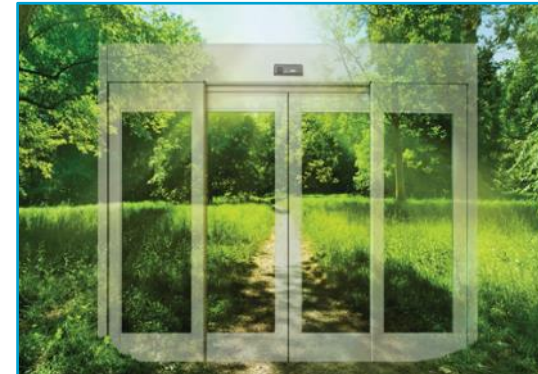
Sustainable Innovation main focus 2021-2022

Sustainability Report



Transparency for green buildings

ASSA ABLOY environmental product declarations



Innovation

Design for the Environment

- Develop a complementary compass for **software and cloud** products
- Further improve the training material & **share best practice**

Transparency

Life Cycle Assessment

- Understanding the importance of **transparency** and Life Cycle Assessment (LCA)
- Develop an **EPD training** module, what it is and how to use the EPD

Monetization

Value Proposition

- Get an overview of “green project” and make sure we offer right products and also **utilize our EPDs**
- Support **our customers** to achieve their environmental targets

Governance

Science Based Targets

- Understanding what it requires from ASSA ABLOY and what is related to **scope 3**
- Identify** the areas with most impact & **set the target** for 2030 and 2050
- Set the **baseline**, way to **measure** and follow up

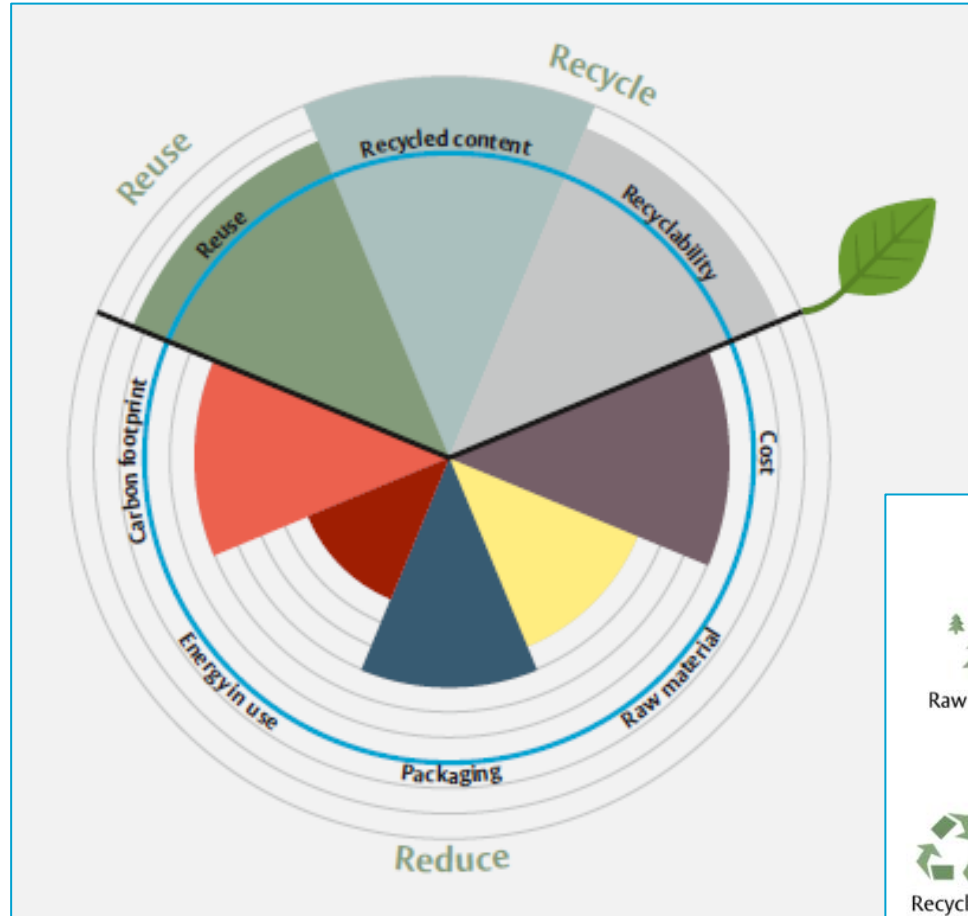
Sustainable by design

Our Sustainability Compass is:

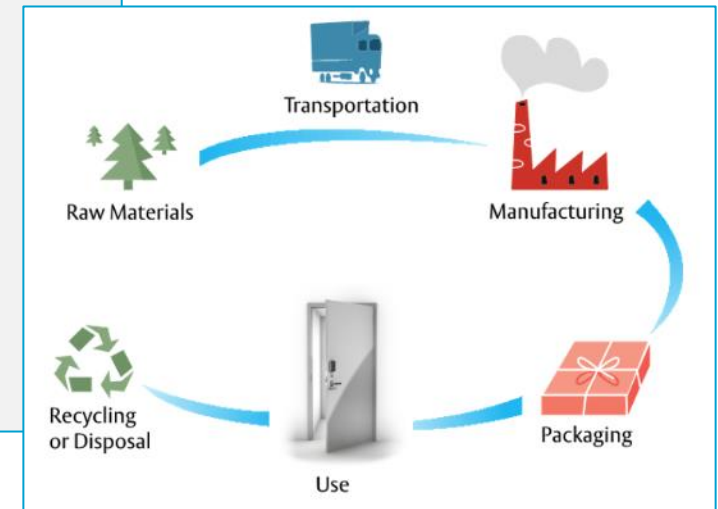
- Used to assess a variety of environmental attributes of new products
- An important part of mandatory product management training

Implement methodologies and ways of working on a continuous basis –

a good opportunity to establish a lasting change in culture



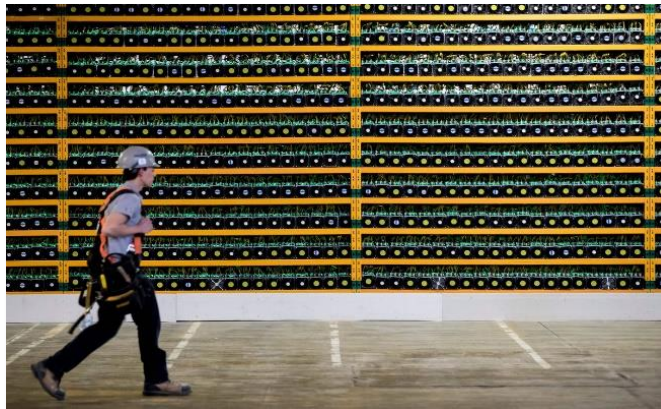
In 2025, all new released products have a sustainability value proposition



Improper use of Software and Digital technology have unintended consequences on the environment



Bitcoin network consumes more energy than Switzerland

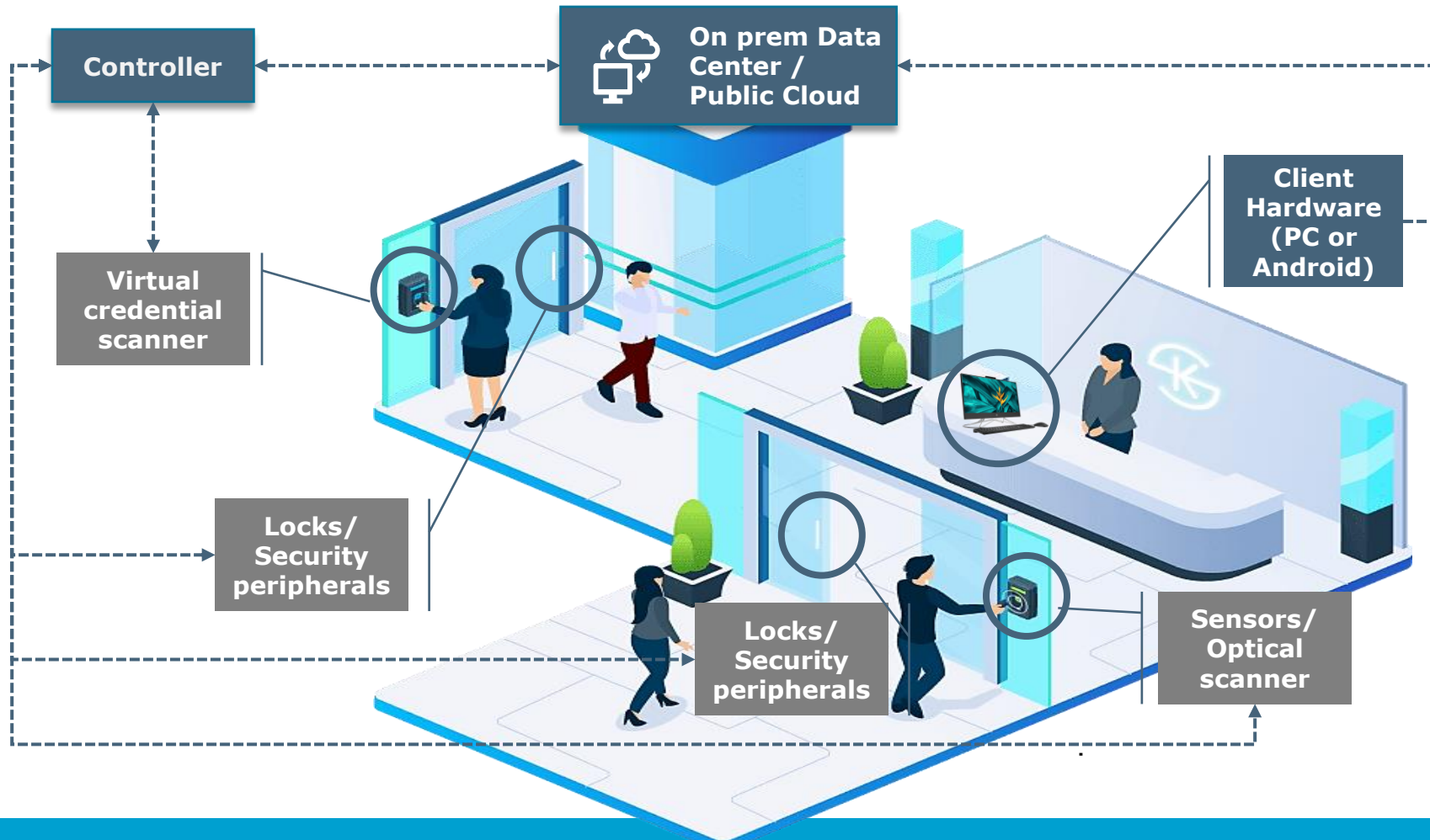


- Digital is all pervasive: The adoption scale that Digital provides, means that **small energy inefficiencies can get amplified to a large environmental impact.**
- Technologies like **Cloud, AI/ML, Extended Reality**, that powers business is energy intensive. It is important to understand the environmental implications.
- Companies **must adopt Sustainable Software Engineering** as a core principle in their technology strategy.

<https://fortune.com/2019/09/18/internet-cloud-server-data-center-energy-consumption-renewable-coal/>

Sustainability Compass – for software & cloud solutions

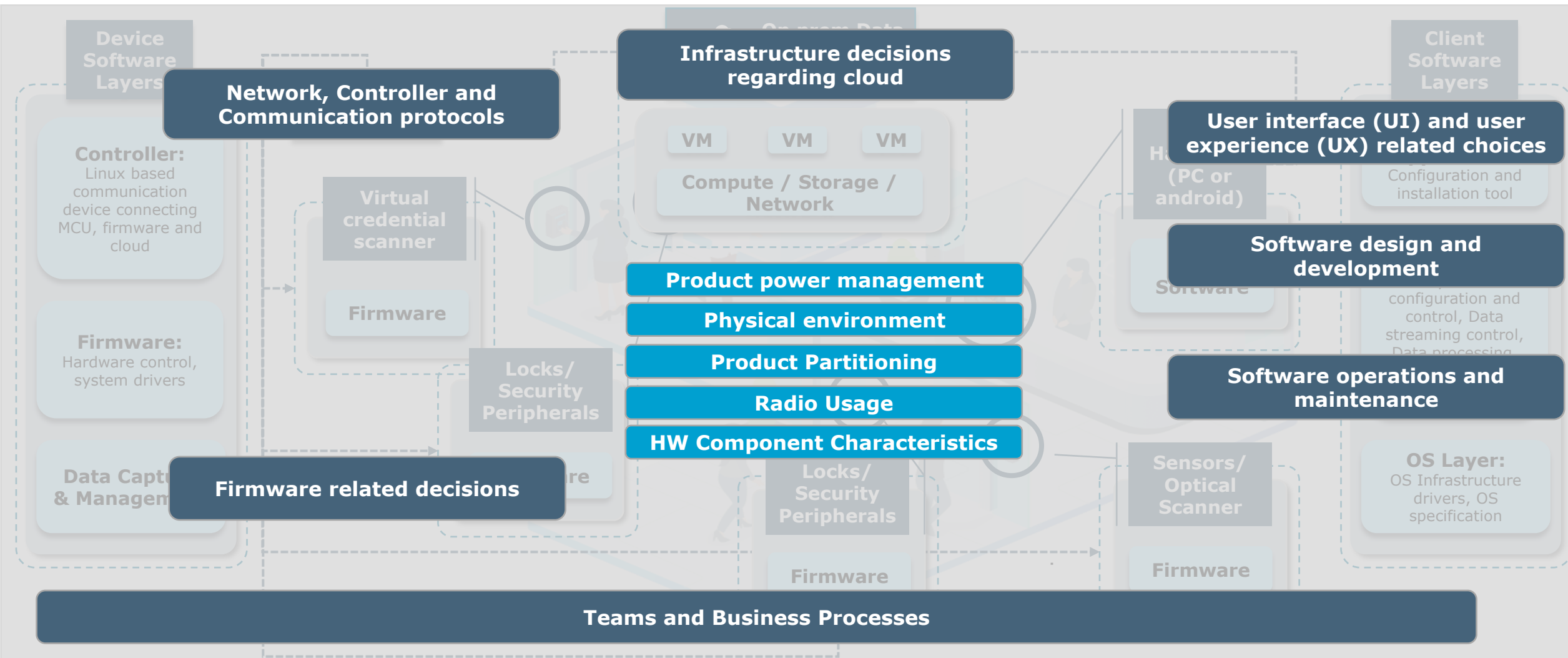
Visualized a typical ASSA ABLOY access solution to understand the hardware and software architecture...



Illustrative

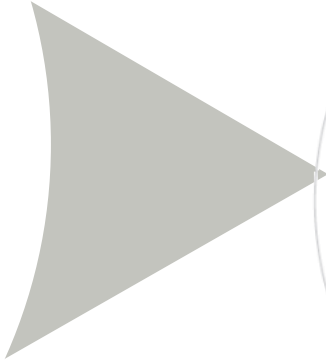
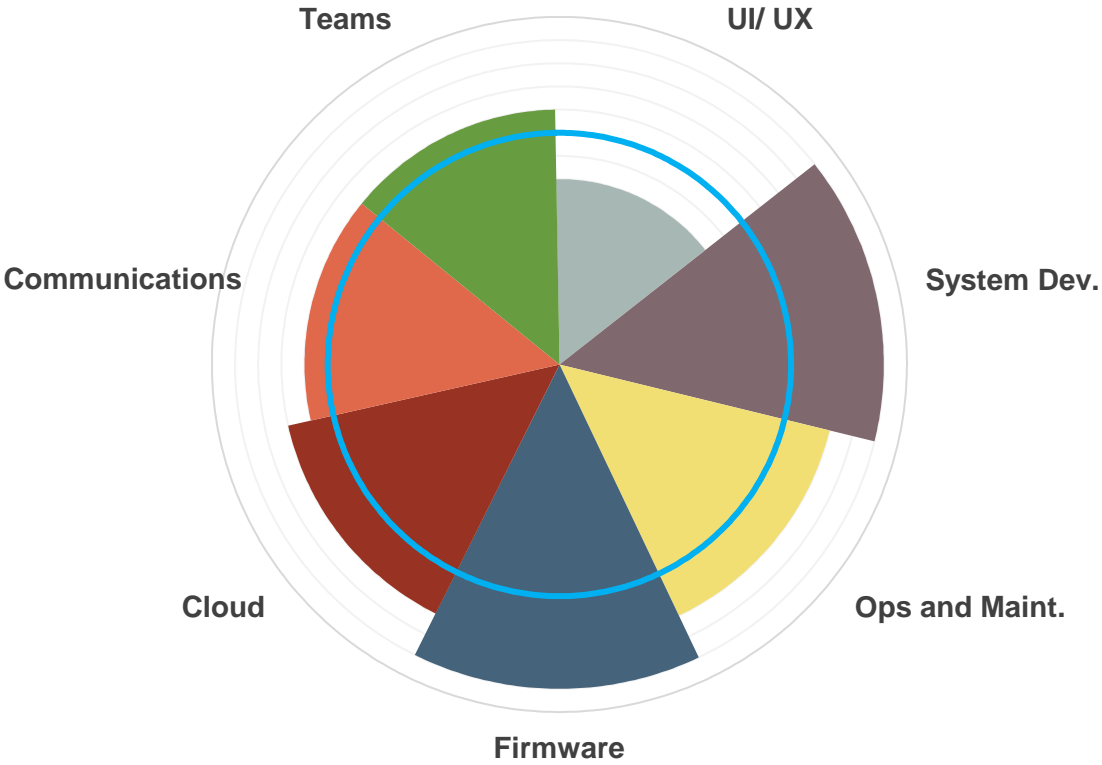
Sustainability Compass – for software & cloud solutions

Key decision points to focus on sustainability in software

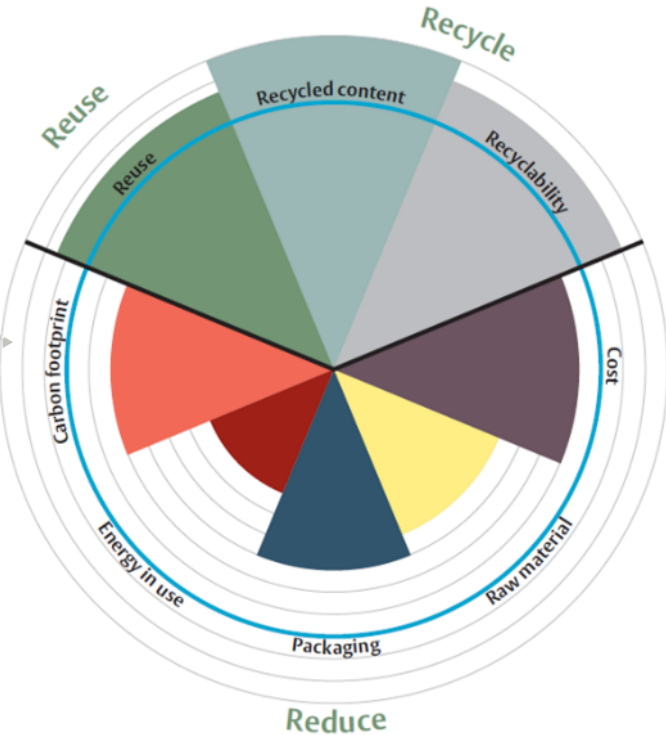


Software Sustainability Compass

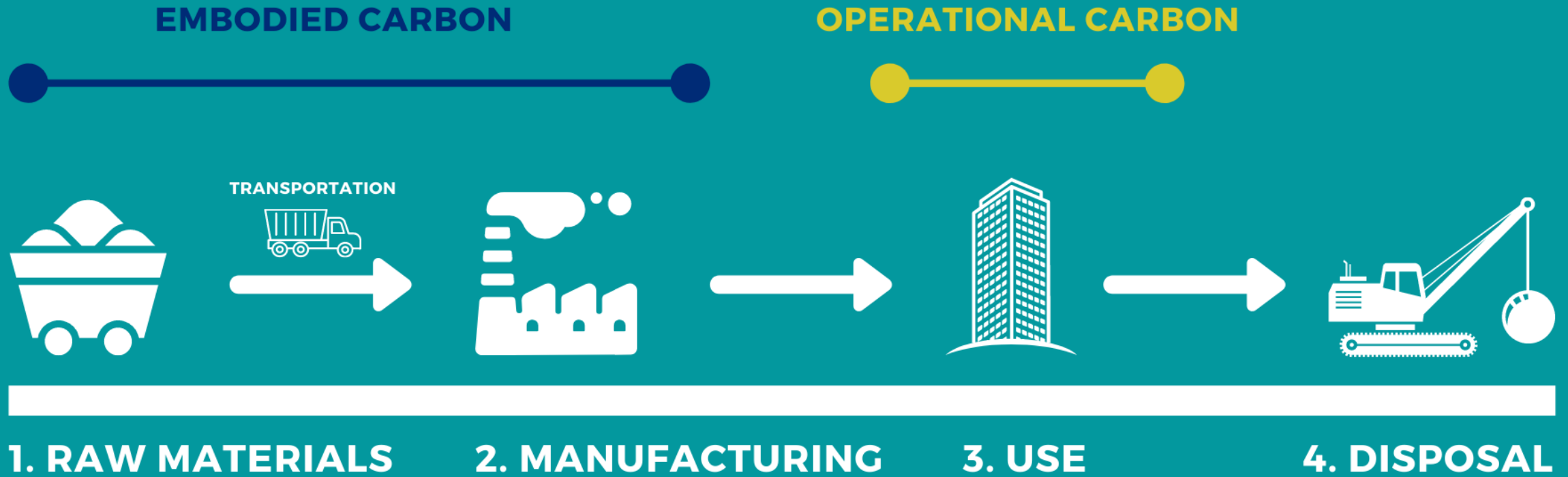
Software Sustainability Compass



Sustainability compass



Embodied & Operational Carbon of a Product



**images courtesy of GreenCircle Certified*

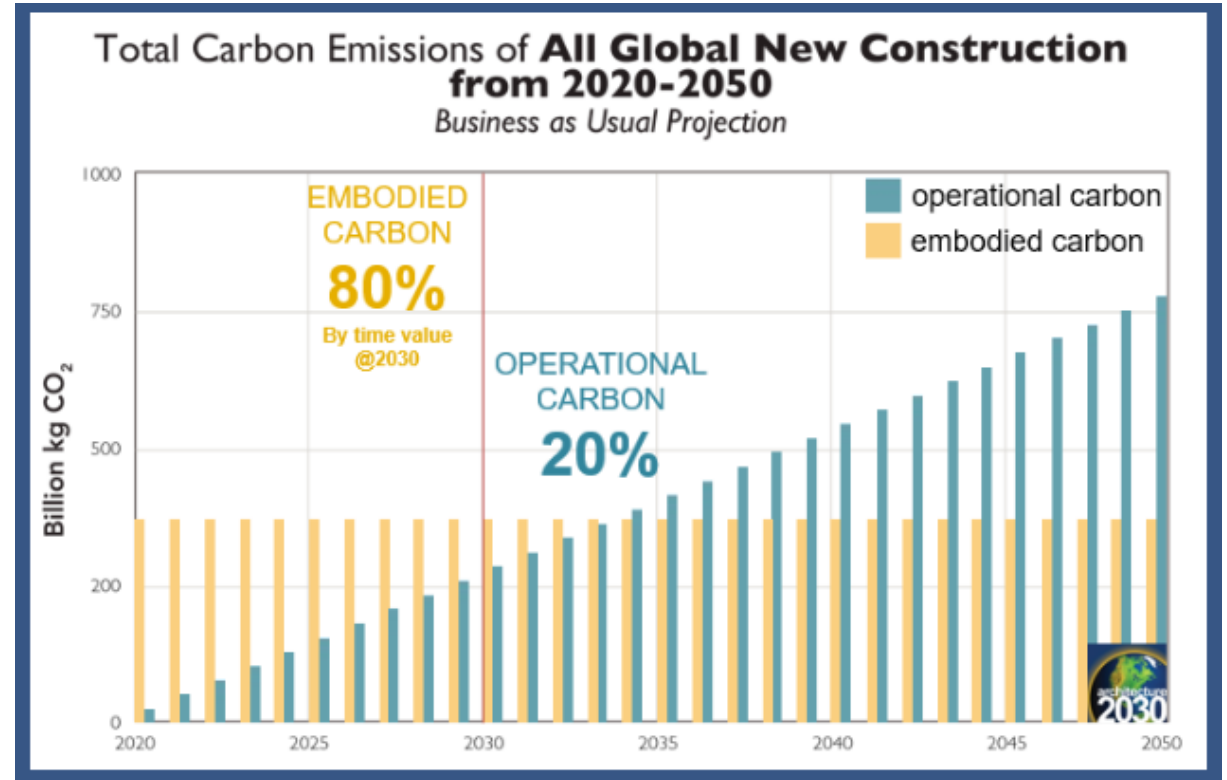
Embodied & Operational Carbon of a Product

Embodied Carbon

Once the building is completed the embodied Carbon is there for the remaining of the building life.

Operational Carbon

It takes approximately 15 years until the operational carbon starts to exceed the embodied carbon in the building.



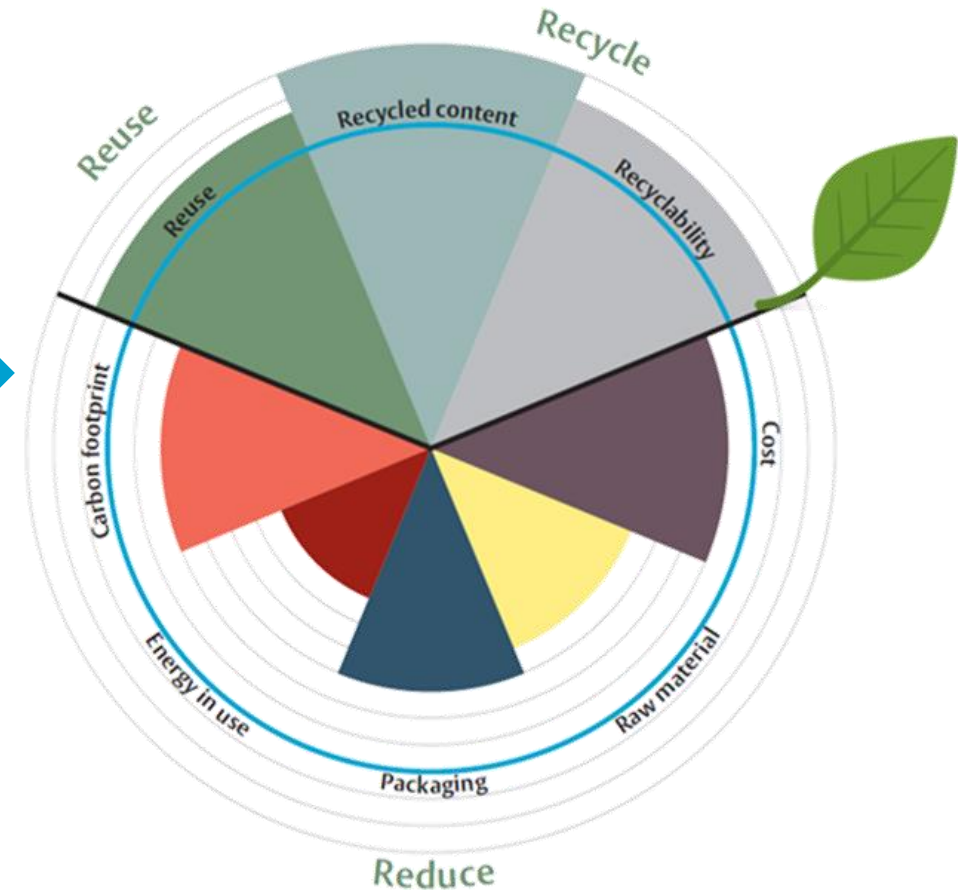
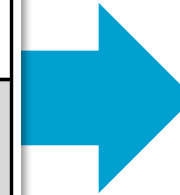
The yellow represents all the embodied carbon of all global new construction from 2020 to 2050.

Connecting the compass to the life cycle assessment

Inside an EPD - The life cycle assessment (LCA)

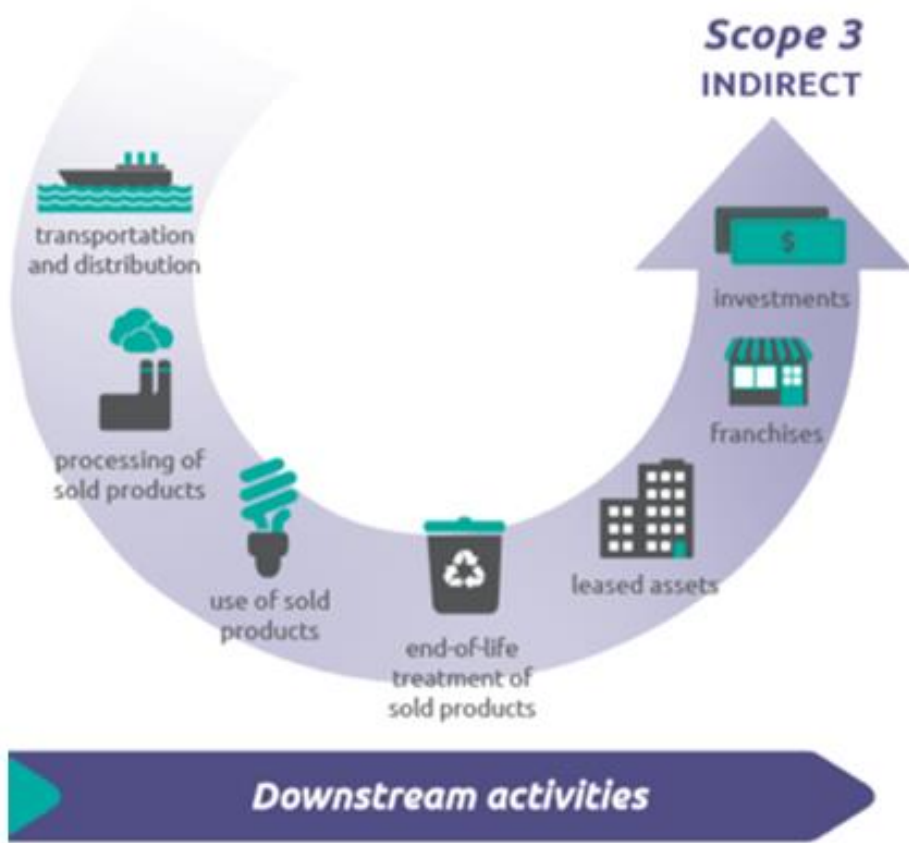
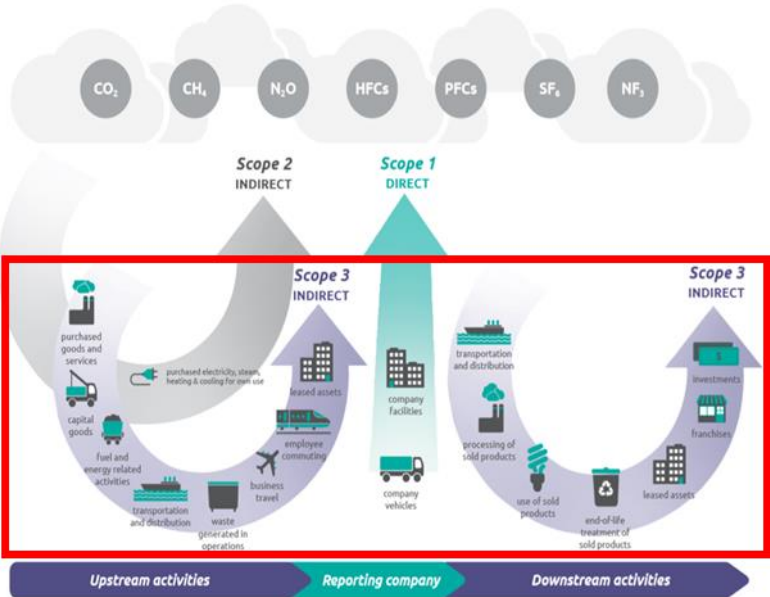
This is a cradle to grave Environmental Product Declaration. The following life cycle phases were considered:

Product Stage			Construction Process Stage		Use Stage						End of Life Stage*				Benefits and Loads Beyond the System Boundaries	
Raw material supply	Transport	Manufacturing	Transport from gate to the site	Construction/ installation process	Use	Maintenance	Repair	Replacement	Refurbishment	Operational energy use	Operational water use	Deconstruction /demolition	Transport	Waste processing	Disposal	Reuse-Recovery- Recycling potential

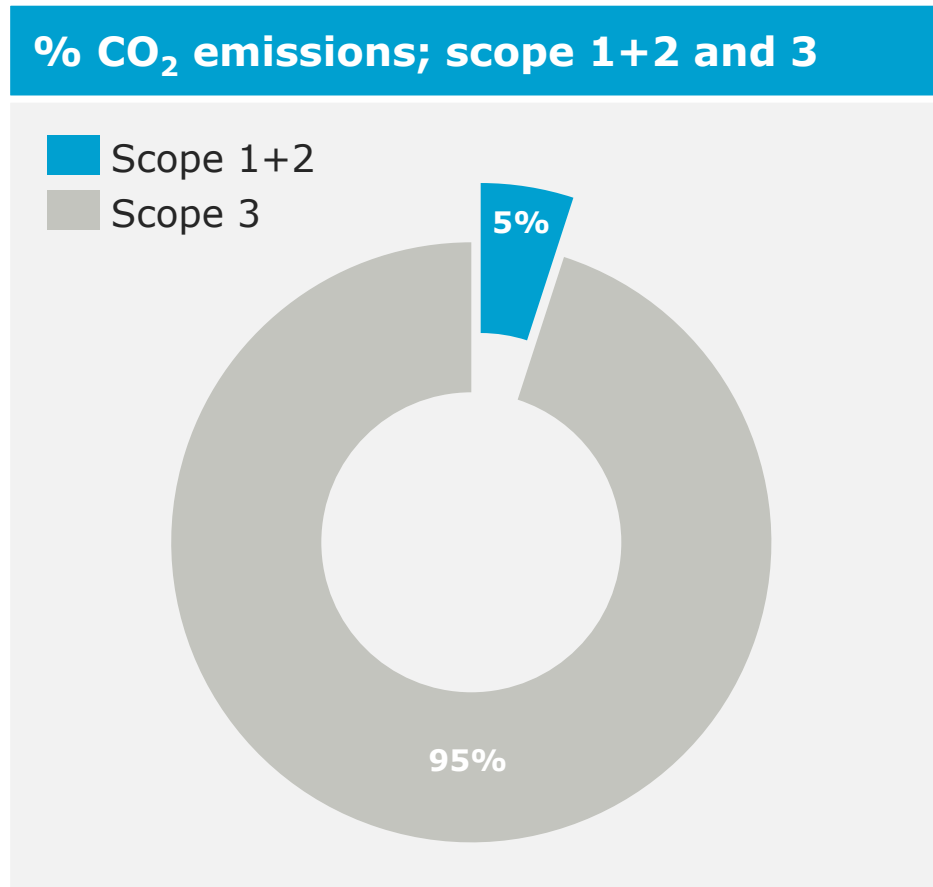


Many of these life cycle phases align with the ASSA ABLOY sustainability compass

Sustainable innovation - Scope 3 emissions



High-level inventory - Relevance Scope 3 footprint



ASSA ABLOY

Relevant Scope 3 categories

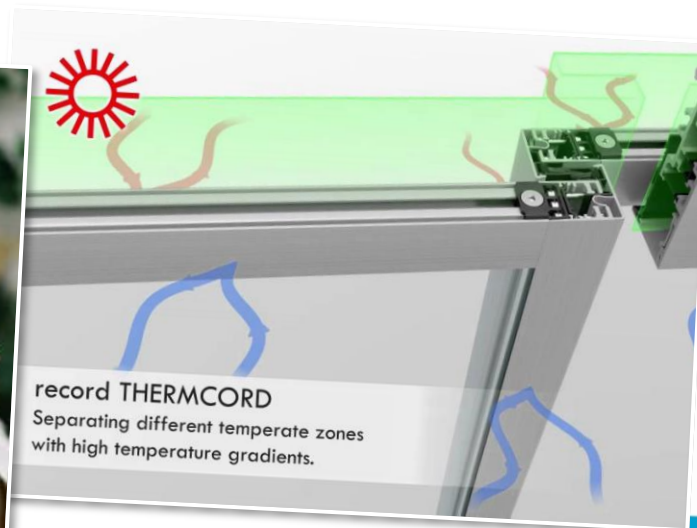
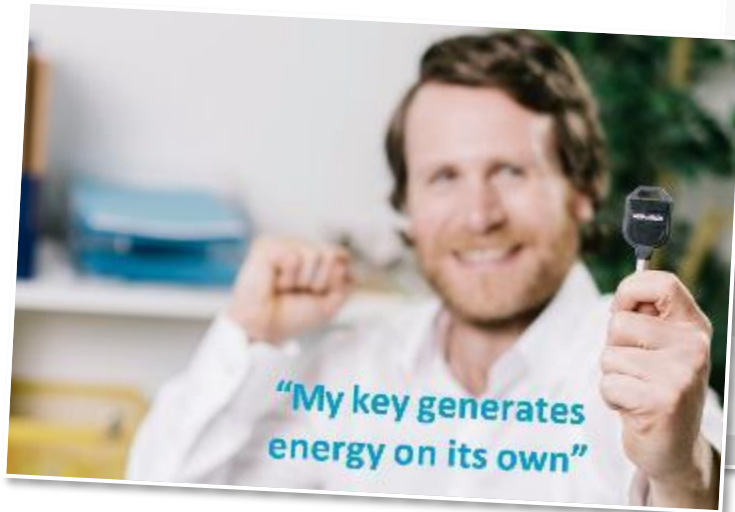
- Purchased goods & materials
- Transport & logistics
- Energy in-use of sold products

Establish a base line ~ *continuously follow up*

- Energy efficiency – **reduce energy consumption**
The product is designed for reduced energy consumption during operation and stand-by modes
 - **LCA – Operational energy in use**
 - *Number of interactions / day/week/year*
 - *Energy consumption per interaction*
 - *Energy consumption in Stand by mode*
- **Reduce weight of carbon intensive raw material**, such as **steel** in our product categories
 - **List relevant materials with most impact in weight** (to be aligned with sourcing)

Case studies

Sustainability journeys, products and customer projects



Reverse climate change | Technology Asses | Business design design | efficiency

The future of sustainable buildings

- Driven by **climate** change, accelerated by **technology** and the strive to improve building **efficiency**
- **Net zero** buildings with no CO₂ emissions
- Accelerated by regulations and certificates, most recently **Science Based Targets (SBTi)**
- All energy consumption from **renewable** sources
- Resource-efficient **materials** for everything: walls, floors, ceilings and equipment
- Sustainability becomes more **commercialized**
- **Harmful substances** & chemicals not allowed
- **Buildings harvest** their own water and energy i.e. rainwater, ground-heat and solar power



Pull from the industry: Hospitality

Marriott hotel

Build and Operate Sustainable Hotels

From design to the guest experience, sustainability is embedded into our business strategy. We collaborate with our associates, hotel owners, franchisees, brands, suppliers, business partners and guests to actively reduce the environmental impact of and risk to our business by constructing and operating sustainable hotels.



<https://serve360.marriott.com/sustain/>

SONOMA ACADEMY GUILD & COMMONS

Santa Rosa, California, United States



ASSA ABLOY Accessories & Ceco Honeycomb Hollow Metal Doors

Sonoma Academy owners wanted to expose and educate students on the importance of sustainability, and what better way to do that than in the building itself?

We used doors and accessories with LBC Declare labels (indicating compliance to all applicable Imperatives including Red List) which are hard to come by and require a lot of work to reach that level. ASSA ABLOY was a participant in that program and we were able to select compatible products.

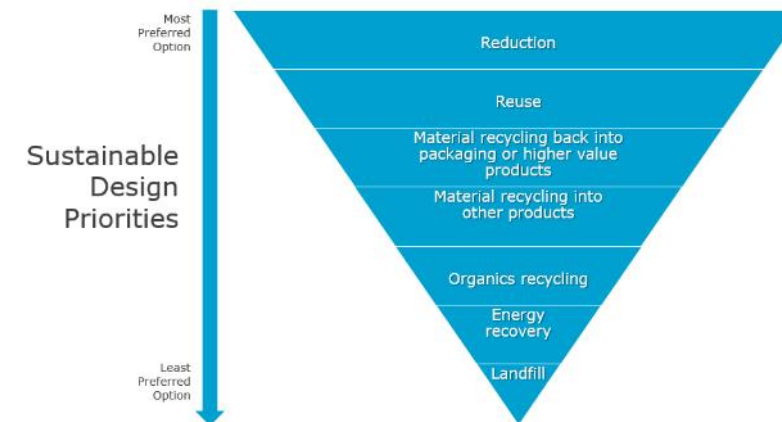
- Meghan Cole, Sustainability Coordinator, WRNS Studio, California



Packaging design guidelines

- Yale went through a refresh of their packaging design, creating new packaging design guidelines.
- The waste hierarchy is a useful guide to help identify and prioritise waste, this helps teams globally to make their packaging design decisions.
- The FSC brand shows that the product contains wood fibers from forests that are managed with regard to current & future generations' requirements.

Waste Hierarchy



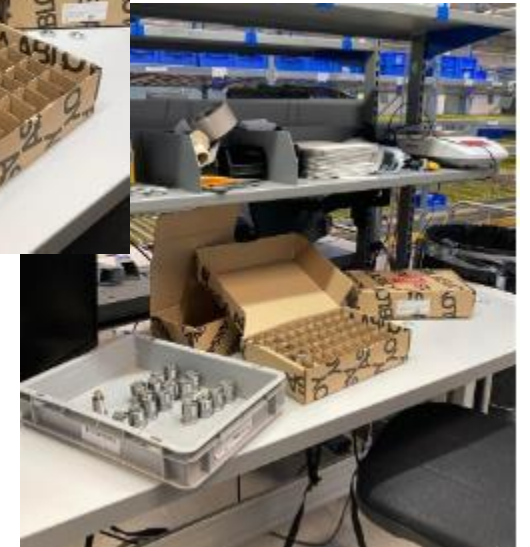
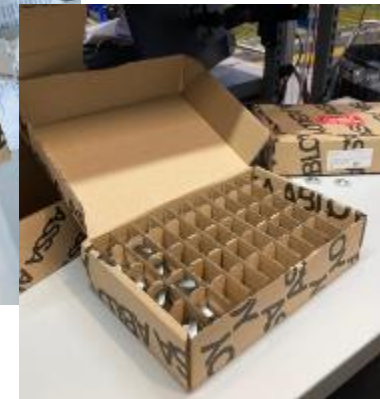
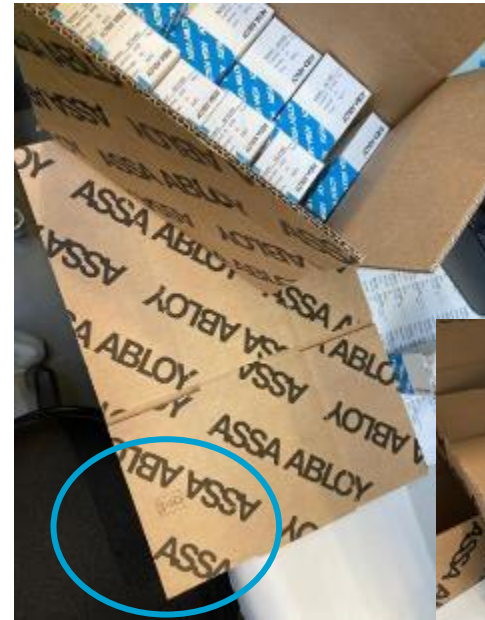
10 Internal ASSA ABLOY



Through our FSC work, we contribute to the development of responsible forestry.



Packaging in Eskilstuna, Sweden



Entrance System - the next generation



Welcome to record THERMCORD

Smart Sealing System - a class of its own!



Air permeability

Air leakage is $\sim 1/6$



Resistance to wind load

150 km/h



Watertightness against driving rain



Airborne sound reduction index

R_w 28 \rightarrow 35 dB



Thermal Insulation

40%



How much can CLIQ® Connect save me in unnecessary costs and energy use?



Standard mechanical key access control vs. CLIQ® Connect

Why go the long way around?





“My key generates energy on its own”



Q&A

The ASSA ABLOY Group is the global leader in access solutions. Every day we help people feel safe, secure and experience a more open world.

The ASSA ABLOY Group is the global leader in access solutions. Every day we help people feel safe, secure and experience a more open world.

Panel discussion

Experience a safer and more open world

ASSA ABLOY



besam®
ASSA ABLOY
**AUTOMATIC
CAUTION
DOOR**

IC DOOR besam® ASSA ABLOY **STAND CLEAR**

Thank you
assaabloy.com

Experience a safer and more open world

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