

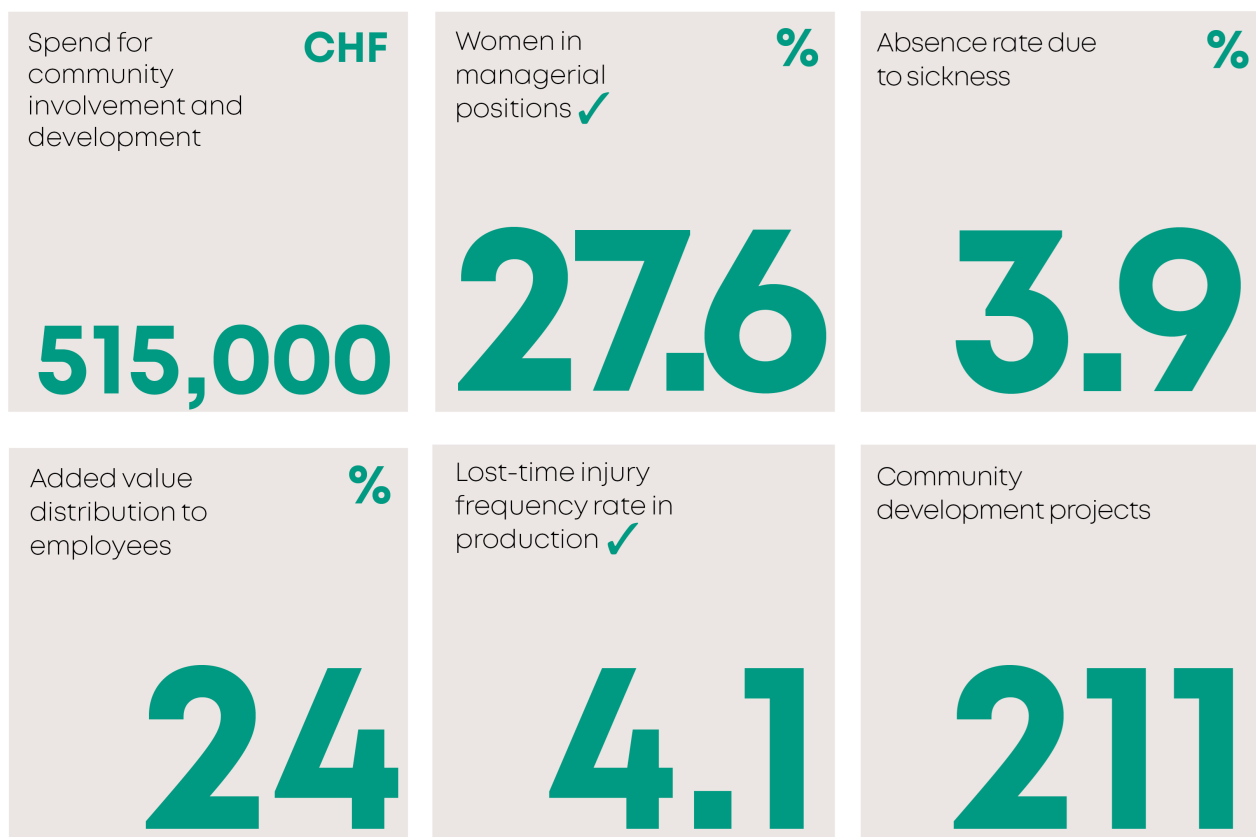
Social

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Introduction social

In the following chapters, HUBER+SUHNER reports qualitatively and quantitatively on its priorities, risks, opportunities, and impacts in the social area. Material topics include our own workforce and how we create an inclusive, agile and open culture that attracts new employees while allowing continuous development and retention of our people. This also requires special attention on upholding human rights, our employees' health and safety at work and beyond, and interaction with important stakeholders such as the customers and communities in which we operate. Community involvement and development is one of our three focus topics. It shows how HUBER+SUHNER is growing with the local communities where we have operations and how we become and remain part of the social system through relationships with a variety of people and organisations.

Social – Performance 2023 at a glance



Ernst & Young Ltd performed a limited assurance engagement on selected KPIs marked with a ✓ for 2023.

Our own workforce

Together, we are a strong global network that values entrepreneurial spirit and rewards success. Our sustainable approach, and genuine respect for one another, are fundamental to grow and thrive. At HUBER+SUHNER, passionate people collaborate in diversified teams to provide connectivity and innovation to customers and society. This is how we help bring people closer together. Today and beyond.



We work as a team across the globe to achieve common goals in an agile and diverse environment.

Approach

HUBER+SUHNER continuously strives to be a great place to work, a place where people feel inspired and safe and can develop their potential. Our goal is to retain our talents and, at the same time, to attract new employees. This is based on an enticing employer value proposition (EVP) and a global employer branding programme. We offer a strong purpose, regular training and learning opportunities, and a truly diverse, inclusive, international, agile, and safe work environment.

In an environment where change has become a constant, teams must ensure that everyone is empowered to address challenges and look for opportunities together. Our leadership principles are a common guideline for all our employees, placing a high priority on both psychological safety and work in diverse teams. Learning together from mistakes and focusing on constructive feedback enables all employees to perform at their best.

On the following pages, we outline our objectives and our progress on:

- Agile mindset
- Attracting and retaining employees
- Training and continuous education
- Diversity, equality, and inclusion

Objectives

Agile mindset

Our world is in constant motion, and as an organisation, we must adapt to stay relevant and thrive. We acknowledge the need for stability in certain areas while embracing agility where it is essential for outside-in-perspectives, progress, and innovation. Our agile transformation initially focused on the realms of information technology (IT) and selected business units coordinated by the Agile Transformation core team. Adopting agile principles in IT projects yields substantial benefits and helps us to reduce complexity and minimise silo thinking.

We also addressed the aspect of learning and adopting. A culture of learning and constantly evolving is central to our commitment to quality. While agility encourages us to focus on the essentials, we must not lose sight of the importance of attention to detail where it matters.

Our intention is to foster agility across segments, technologies, and international teams, helping to connect the right experts. While we still see plenty of traditional waterfall approaches and top-down decisions, we envision a future where self-learning teams become the norm where applicable. Within five years, we aspire to leverage the advantages of autonomous teams, ensuring that they align with the bigger picture while contributing to our shared goals.



Members of the Agile Transformation core team in one of their workshops.

Attracting and retaining employees

The Human Resources department in Switzerland proposes programmes which can be adopted and adapted as needed by the various sites around the globe in response to country-specific needs. For many years, HUBER+SUHNER has offered the opportunity for employees with jobs in an office environment to work remotely. We continue to strive for a harmonious blend of remote and on-site work, harnessing the advantages of both options for the benefit of the company and its workforce where applicable. We remain committed to investing in an inspiring work environment that caters to flexible and secure work needs, enhancing productivity, and fostering collaboration with internal and external stakeholders.

We strive for long-term relations with employees right from the recruitment stage. The company is committed to selecting candidates who wish to grow and learn with the organisation. This is why HUBER+SUHNER offers specialised

programmes and benefits to all but also tailored to employees aged 50 and above; our commitment to their ongoing development and well-being is evidence of our appreciation for their long-term contributions. HUBER+SUHNER is a cofounder of the focus50plus network in Switzerland, demonstrating our awareness of demographic change and how it may result in workforce shortages.

It is fundamental to keep employees healthy, motivated, and committed until they retire or even beyond. Offers such as health and safety services, flexible working and retirement arrangements, and training opportunities until the last day of work are highly valued by our mature employees as they stay professionally up to date and acquire new skills while preparing for or transitioning into retirement. This holistic approach underscores our dedication to nurturing durable relationships with our employees throughout their professional journeys.



A diverse workforce has been an asset for HUBER+SUHNER for many years.

Training and continuous education

The apprenticeship and trainee programmes are important offerings that attract the next generation of employees. At HUBER+SUHNER Switzerland, we offer nine different types of apprenticeships to help young people learn essential skills for their chosen vocations through practical and classroom learning.

Diversity, equality, and inclusion

People with different backgrounds and cultures bring different perspectives and additional know-how to our company. People with diverse viewpoints, and expertise enrich our working environment. This aspiration is also firmly anchored in trust, one of our five corporate values: "We treat everyone with respect and value diversity."

HUBER+SUHNER is convinced that our people with a variety of cultures from around the globe help us develop innovative products and better solutions for customers. As an attractive employer, HUBER+SUHNER promotes diversity, consistently advocates equal opportunities, and offers attractive and flexible workplaces for different work and life models.

Progress

Agile mindset

In 2023, we successfully integrated agile roles within our framework. This transformative shift introduced three key roles: facilitator, agile coach, and product owner.

The facilitator, acting as a catalyst for collaboration, ensures smooth communication and teamwork within the organisation. This role is crucial in removing obstacles and fostering an environment conducive to agile practices. Agile coaches, acting as guides and mentors, play key roles in facilitating the adoption of agile methodologies. Drawing upon extensive experience, these coaches provide invaluable insights, mentorship, and support to teams navigating the complexities of agile processes. The product owner assumes a pivotal role in aligning projects with organisational goals, ensuring that the end product meets stakeholders' needs.

Embracing agility doesn't replace existing roles; rather, it enhances them. As we celebrate this achievement, we look forward to the positive impact these agile roles will have on our projects and, ultimately, our organisation's ability to navigate an ever-evolving business landscape with resilience and agility. Part of our transformation is also a data-driven mindset. This means incorporating data into our daily operations, nurturing a deep understanding of its potential, and making data-backed decisions at every level. To get there, we recruited more data analysts, data engineers, and data scientists.

Attracting and retaining employees

Again, we registered varied turnover rates across our regions, influenced by business performance and the given local frameworks. Therefore, we stuck to our designed local target figures for a stable workforce. The defined target range for countries like Germany or Switzerland ranges between 8 % and 12 %, whereas China can range between 35 % and 45 % to be within the target frame. In total 647 positions were filled in 2023; 433 of these with new hires. Overall, we are happy to report that we have maintained a turnover rate below our target range in several locations. The lowered turnover rate is indicative of our commitment to retaining and developing our employees.

Table 3: Employee turnover rate by country*

Country	2022	2023	Target range
China	27.8%	22.9%	35–45 %
Germany	13.7%	5.5%	8–12 %
India	8.2%	7.7%	10–20 %
Malaysia	7.3%	3.8%	10–20 %
Poland	20.8%	15.3%	10–20 %
Switzerland	8.3%	9.6%	8–12 %
Tunisia	51.9%	41.1%	20–30 %
UK**	19.8%	25.1%	10–20 %
USA	18.4%	17.3%	20–30 %

* Target setting and reporting for countries with more than 100 HUBER+SUHNER employees only

** United Kingdom includes the site of HUBER+SUHNER Polatis Sp. z o.o., Nawojowa Góra,

Despite the challenges faced in 2023, HUBER+SUHNER remained resilient as an employer. The company navigated a tough business environment especially in North America with declining rollouts in the 5G sector. When the decline in the Communication segment, linked to our global production network, was recognised, proactive measures such as reducing business trips, forgoing international conferences, and revising budgets were implemented. Despite these efforts to adapt to the changed market conditions, job cuts to cope with the lower volumes became unavoidable, particularly in the United States, in Tunisia, Mexico, and Poland.

Training and continuous education

In 2023, we welcomed 21 new apprentices who work across our Swiss sites; 75 apprentices were trained in Switzerland in 2023 in total (PY: 83). HUBER+SUHNER provides internships and apprenticeships for young people and graduates in the United Kingdom, Germany, India, and Malaysia. Other countries, like Australia, started offering work experience programmes which provide a first on-the-job experience for students. You may read more about our internship and apprenticeship programmes in India and Malaysia in a recent article on [Sustainable Switzerland](#).

75

apprentices were trained in Switzerland in 2023



Since decades, young people get a chance to emerge into the world of work thanks to internships or apprenticeships.

HUBER+SUHNER invests in individual training opportunities for its employees to ensure their professional development. In 2023, our training time for employees totalled 60,848 hours. This equals 14 hours of training per employee across all functions which is a slight decrease from 2022. We will work towards increasing these again in 2024 to the target of 16 hours, as defined previously.

Table 4: Overview of training hours and costs

Year	Training hours overall	Training hours per employee	Training costs per employee (in CHF)
2021	56 450	13	380
2022	73 257	16	529
2023	60 848	14	621



Our employees learn and develop new skills through internal and external training and further education.

Diversity, equality, and inclusion

In 2023, we introduced an inclusive language toolkit in the German-speaking region. We aim to facilitate the inclusion of all individuals through our language usage, expressing equality of opportunities and fairness at HUBER+SUHNER. Our language compass offers guidance for various cases, proposes solutions, links to reference materials, and also provides tips and tricks for using images to promote inclusion. Our recommendations are not solely focused on gender-neutral language; rather, they are intended to inspire reflection on how we use language and images.

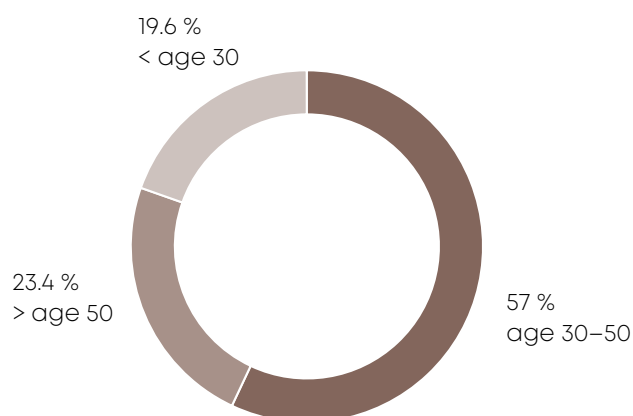
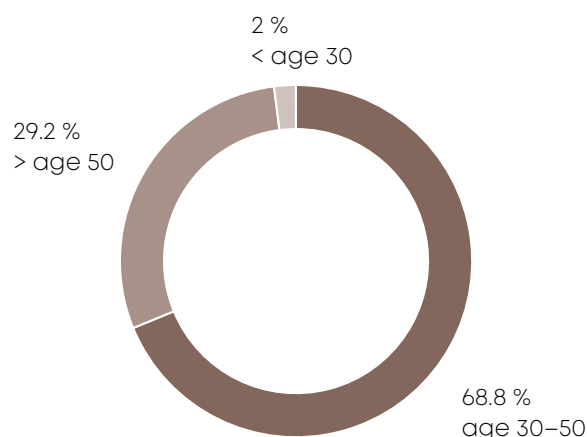


Embracing diversity in our teams across the globe enriches the way we collaborate and drives innovation.

At the end of 2023, the Group had more than 4,100 employees globally. Out of the total workforce, 45.1 % were women. The share of women in managerial roles further increased to 27.6 % in 2023 (up 1.5 percentage points y-o-y). This brings us closer to our 2030 target figure with 30 % women in managerial positions. HUBER+SUHNER strives to promote women in general and into management positions in particular. We committed to raising quotas for upcoming years and to submit data for gender reports. For many years, HUBER+SUHNER has worked with [Landolt & Mächler Consultants](#) to actively promote equal pay for women and men at our Swiss sites. The consulting company continues to review the development on a regular basis

27.6% ✓

woman in managerial positions

Figure 9: Distribution of age groups**Figure 10: Distribution of age groups in managerial positions***

* Managerial positions are roles in which a person oversees the job functions of another person or a group of people. Managers might also oversee the operation of a specific function within a company. For example, an accounting manager might lead a team of six accountants, whereas a production manager might oversee otherwise unattended automated assembly lines. Information about the age of the HUBER+SUHNER Board of Directors, and the Group Management can be found in the Corporate Governance section of this report. The category "Distribution of age groups" corresponds to GRI disclosure 405-1.

In Switzerland, where close to 1,200 of our employees are based, HUBER+SUHNER offers many benefits that exceed legal requirements. These include continued salary payments in case of illness or accident and generous pension fund contributions. In addition, HUBER+SUHNER offers discounted lunches thanks to staff canteens, and special conditions for cultural activities. Employees with young children can choose certain nearby day-care centers, which are supported by the HUBER+SUHNER Foundation.

Table 5: Gender distribution* ✓

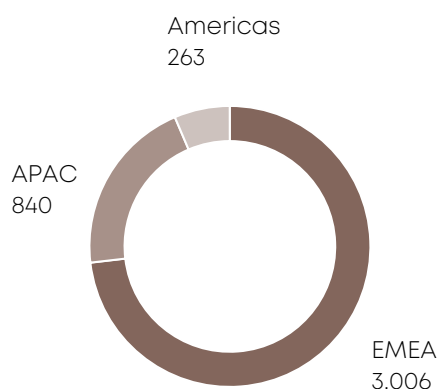
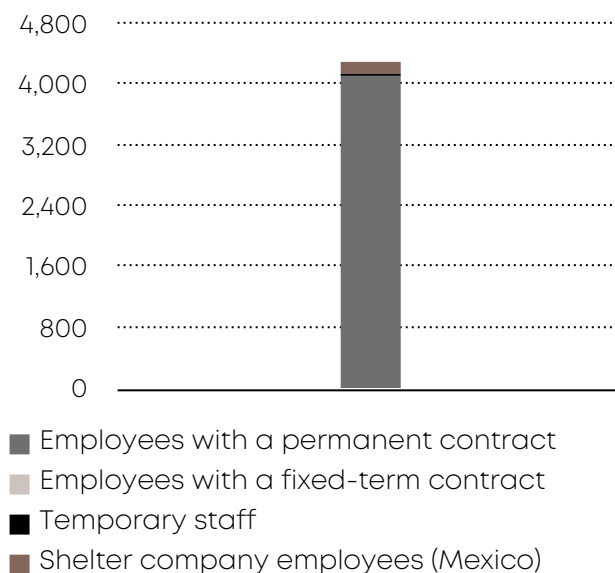
Year	Total workforce		Managerial** positions		Executive Group Management		Board of Directors	
	Female [%]	Male [%]	Female [%]	Male [%]	Female [%]	Male [%]	Female [%]	Male [%]
2020	44.7	55.3	21.7	78.3	12.5	87.5	16.7	83.3
2021	48.0	52.0	26.4***	73.6***	16.7	83.3	16.7	83.3
2022	45.1	54.9	26.1	73.9	16.7	83.3	16.7	83.3
2023	43.5	56.5	27.6	72.4	16.7	83.3	37.5	62.5

* The 'Gender distribution' as shown here corresponds to GRI disclosure 405-1.

** Managerial positions are roles where a person oversees the job functions of another person or a group of people. Managers also might oversee the operation of a specific function within a company. For example, an accounting manager might lead a team of six accountants, whereas a production manager might oversee otherwise unattended automated assembly lines.

*** These figures have been restated due to a change in the geographical scope and data collection process. The figures published in the Sustainability Report 2021 were 23.4 % and 76.6 % respectively.

HUBER+SUHNER is convinced that diversity is a key success factor and that different perspectives are an enriching and creative source. This helps to develop innovative products and better solutions for customers. As an attractive employer, HUBER+SUHNER promotes diversity, consistently advocates equal opportunities, and offers attractive and flexible workplaces for different work and life models.

Figure 11: Employees by region (HC)**Figure 12: Number of employees by employment type at year-end (headcount)**

Planned actions

Complementing the leadership journey at HUBER+SUHNER

As part of our commitment to being an attractive employer, HUBER+SUHNER is set to introduce new training modules to all leaders worldwide. The “Leading Myself” module focuses on increasing behavioral awareness, leveraging impact as a leader, and improving personal effectiveness. The “Leading Teams” module aims to build teams and leaders effectively while empowering them for success. Our goals are clearly defined:

- Strengthen our ability to perform in a dynamic business environment
- Put leadership principles into practice and foster the leadership culture at HUBER+SUHNER
- Provide hands-on tools for line managers (vertical lead) and project managers (lateral lead)
- Maintain a lean and focused training framework
- Achieve impact through a local footprint and targeted trainings

These initiatives underscore our commitment to enhancing technical skills and nurturing personal and team-oriented capabilities, creating an inspiring work environment, and supporting employees in their professional development.

Feel the employee pulse

Our employees’ passion and ambition was also reflected in the 2022 employee survey conducted at all sites worldwide. The participation rate was remarkably high with 85 % and more than 3,600 employees took the opportunity to voice their opinions. To thrive in an ever-changing environment, the need to feel the employee pulse more frequently became obvious. HUBER+SUHNER will therefore increase the frequency of global employee surveys from every third year to every second year.

Move of our Taufkirchen office

The German location in Taufkirchen will move to Unterhaching in summer 2024. The new location in the greater Munich area is only a few hundred metres away. The move will also be used to introduce the shared desk and clean desk principles in the open office environment, which offers numerous meeting and retreat opportunities. Employees can look forward to a state-of-the-art working environment with a roof terrace, several meeting rooms and spacious and attractively designed employee kitchens to foster cross-functional collaboration.

Stories from around the globe

Anniversaries at various locations

Australia

At HUBER+SUHNER, we believe that celebrating successes is important for our team spirit. In Frenchs Forest, Australia, HUBER+SUHNER celebrated the 50th anniversary of the company's activities in August 2023. Half a century ago, HUBER+SUHNER expanded down under and opened its first fully owned and operated subsidiary in a small industrial unit in the Sydney area. We have both a factory and administration there and the site, which has been operating since 1973, is one of our oldest sites abroad.

Malaysia

One month later it was our Malaysia site's turn to celebrate its 25th anniversary within the HUBER+SUHNER Group; we have been present in Malaysia since 1998. In Petaling Jaya, Selangor, around 80 colleagues make an impact every day – in the factory and in the office. The organisation is combined with our Singapore office to manage sales for Malaysia and Southeast Asia in general. The local team covers most applications, especially strong in the Industry segment, namely test and measurement, running a medium-size production for radio frequency (RF) products. Malaysia can be considered as our centre of competence for semi-rigid RF assemblies.



80 colleagues at our site in Petaling Jaya, celebrated the 25th anniversary of HUBER+SUHNER Malaysia in 2023.

China



In March, customers, partners, suppliers, and employee representatives gathered at our Changzhou factory in China for the tenth anniversary themed "Connecting – today and beyond." As a symbolic act to acknowledge the positive development of the Changzhou factory and its future, CEO Urs Ryffel, local management, and other representatives attended the ceremony to ring in the next successful chapter for this site.

Team building at its best in India

HUBER+SUHNER India organised a lively team-building event with 150 employees at Ranthambore National Park in December 2023. The two-day trip included such activities as a jungle safari, a town hall meeting, cultural events, and team-building exercises. Our managing director in India acknowledged the 2023 achievements, addressed challenges and opportunities for 2024, and expressed gratitude for the team's dedication. With events like this, HUBER+SUHNER acknowledges the importance of a rich corporate culture and a strong team spirit.



150 team members in India went for a team-building event at the Ranthambore National Park to look back at 2023 and plan for 2024.

New production facility in Switzerland



The new state-of-the-art production site in Pfäffikon ZH, Witzberg. Its rooftop is equipped with 866 photovoltaic modules producing 355,000 kWh annually.

Celebrating new and established production locations In 2023, a state-of-the-art production environment with associated office workplaces and photovoltaic rooftop was created right on our doorstep in Pfäffikon ZH, Witzberg, Switzerland. The goal of the new two-storey building project was to concentrate the cable production. The new building is now home to multi-core and other cable production and has service bridges to the already existing buildings as well as 200 additional parking spaces. The investment in the new building is a clear commitment to Switzerland as a manufacturing base.

Best career management policy in Tunisia

HUBER+SUHNER Tunisia has proven its commitment to excellence by securing the national human resources (HR) prize for the “best career management policy” at the HR AWARDS Tunisia 2023. The award, organised by ARFORGHE and the Konrad Adenauer-Stiftung, marks the second consecutive win for HUBER+SUHNER Tunisia, showcasing our dedication to building an environment of professional growth and development. The recognition is a testament to the implementation of human resources practices with a focus on transparent communication, personalised career plans, extensive training opportunities, and an internal promotions and mobility programme.



Human rights and labour practices

As a globally active company, HUBER+SUHNER is obligated to respect and uphold human rights in the sphere of our influence. According to our Code of responsible business conduct, which is distributed to all employees, HUBER+SUHNER does not tolerate any form of child labour or forced labour and is committed to equal and non-discriminatory treatment of employees and their protection from harassment in the workplace. HUBER+SUHNER employees have the right to join a trade union of their choice within the framework of the applicable laws. Our Group companies have the choice to join collective bargaining in countries where this is common practice [1].

[1] See Code of responsible business conduct, p. 5 (E. Trade unions and collective bargaining)

Approach

The company constantly monitors that no form of child labour [2] or forced labour [3], according to the International Labour Organization (ILO) definition, is occurring at any of its sites of operation. Since June 2020, the company has been a member to the United Nations (UN) Global Compact adhering to its ten principles of which principles 1 through 6 are related to human rights and labour practices. (See "The Ten Principles of the UN Global Compact" [4]. In Switzerland, where almost one third of our workforce is based, we are a signatory of the Collective Employment Agreement (CEA) of the Mechanical and Electrical Engineering Industries. Furthermore, in our [Code of responsible business conduct](#) HUBER+SUHNER has committed to fully respecting human rights within its sphere of influence. The company does not tolerate any form of child labour or forced labour and is committed to equal and non-discriminatory treatment of employees and their protection from harassment in the workplace.

To increase the focus on compliance and the possibility for employees to anonymously raise concerns, we implemented a grievance mechanism in 2021 called Trustline. In July 2023, the secure SpeakUp® service also provided by the independent third party provider [SpeakUp](#) (formerly People Intouch) was launched for suppliers and other external stakeholders. Both mechanisms are accessible around the clock in several languages, online via a website or an application as well as by phone. The platform is accessible in all local languages of key HUBER+SUHNER countries.

Process to address a report

- An internal whistleblowing steering committee comprising representatives from Human Resources (HR), Legal, Compliance, and Sustainability will be notified via the SpeakUp® platform upon submission of a written or verbal (transcript) report
- The whistleblowing steering committee will meet within seven days of the receipt of the report to determine whether the concern qualifies as a misconduct falling under the [Code of responsible business conduct](#) or the [Supplier code of conduct](#) and whether to investigate further
- The submitter of the report will receive confirmation of receipt of his/her concern as well as a unique report number
- The whistleblowing steering committee will, after assessing the case, take further action and respond to the submitter via the platform
- At any time, the submitter can use the unique report number enquire about his/her case
- If the content of the report is substantiated further actions will be taken by the whistleblowing steering committee as appropriate and the submitter will be contacted and kept informed via the platform until the case is resolved and subsequently closed
- If the content of the report is not substantiated, the case will be closed

This anonymous means of reporting potential breaches is available in addition to the possibility of directly reaching out to superiors, country managing directors, the general counsel, or local HR business partners.

[2] See ILO: <https://www.ilo.org/ipecc/facts/lang--en/index.htm>

[3] See ILO: <https://www.ilo.org/global/topics/forced-labour/definition/lang--en/index.htm>

[4] See UN Global Compact: <https://www.unglobalcompact.org/what-is-gc/mission/principles>

Objectives

The objective is to have zero human rights or labour practices non-compliances. We encourage our employees to report any observations via our independent and secure [SpeakUp®](#) whistleblowing system

Progress

To further sensitise employees to human rights and labour practices risks and to identify potential non-compliance, in 2023 all office employees underwent a procurement due diligence training, which focused on specific risks as well as corresponding remediation actions if non-compliance is identified. In the reporting year 2023, one cases was reported in the area of labour practices infringements via our whistleblower platform (see also [Compliance and business ethics](#)).

Planned actions

We will continue to focus on sensitising our employees to human rights and labour practices by:

- Further tracking potential risks according to specific KPIs
- Continuously training and sensitising our employees about human rights and labour practices risks
- Continuing to introduce Trustline as part of our global employee onboarding process

Occupational health and safety

As a manufacturing company, HUBER+SUHNER regards employees' occupational health and safety (OH&S) as a priority and a material topic. We have a global Health and Safety Policy and apply the principles established by the International Labour Organization (ILO). HUBER+SUHNER strives proactively to prevent employees from having accidents at work and leisure, as well as from developing occupational diseases and their consequences.

Approach

Occupational health and safety management

HUBER+SUHNER ensures OH&S through strict adherence to local laws and regulations and to three global processes that were introduced at the end of 2020 and subsequently rolled out. Our [global Health and Safety Policy](#) is applied throughout our operations. Every plant has health and safety officers on duty to conduct regular trainings and walk-throughs which sensitise employees to both work-related hazards and health-related topics in general. With the participation and consultation of workers, we are able to identify hazards and assess workplace risks and seize opportunities early on in order to eliminate hazards before they become incidents.

Safe and legally compliant handling of hazardous material

To protect our employees as well as the environment when handling hazardous materials, we:

- Comply with all applicable laws and regulations in the respective countries
- Ensure that manufacturers and importers of hazardous materials provide information and instructions for safe handling, including the Globally Harmonized System of Classification and Labelling of Chemicals (GHS) hazard pictograms, hazard statements, and precautionary statements
- Request the safety data sheet [\[1\]](#) (SDS) from the supplier, preferably in the local language. The sites' environmental health and safety (EHS) specialists must ensure that SDSs for all chemicals used are filed in such a way that they are easily understandable and accessible to all affected employees.

Guiding principles when handling hazardous materials

To constantly minimise risks associated with the handling of hazardous materials, we adhere to the following principles:

- If possible, replace hazardous materials with non-hazardous ones
- Keep hazardous materials stock as low as possible
- Strictly observe manufacturers' instructions on packaging and SDS, ensure translations into local languages, and train operators
- Organise warehouses in a legally compliant manner (containers, infrastructures, separated storage, stock list, etc.)
- Provide workers with personal protective equipment and ensure it is correctly worn
- For new purchase orders, ensure the most recent SDS is provided/downloaded from the supplier's website
- Check SDS for updates/changes and inform affected employees accordingly.

A global action plan and process board

The company has developed a global action plan to ensure globally aligned OH&S management.

All sites with production and/or warehousing activities are required to establish and maintain an OH&S management system. Internal audits continuously verify the effectiveness and efficiency of the OH&S processes and system, which are aligned with the requirements defined under ISO 45001.

Currently, only our production sites in Changzhou and Shanghai, China, are TÜV SÜD-certified according to ISO 45001 and underwent a recertification in 2023. Our mid-term ambition is however to have all major production sites certified according to ISO 45001.

In 2023, the Global OH&S Process Board, established in 2022, continued its work with a focus on more proactive approaches and professional practises. Annual OH&S targets, along with detailed management programmes, were set for all sites. These are regularly monitored to track the O&HS performance and to proactively identify and control hazards to improve incident and injury prevention. Special attention was paid to adapting management processes to identify and mitigate any potential hazards.

We monitor our performance according to three key figures:

- The absence rate due to sickness
- The lost-time injury rate
- The lost-time injury severity rate
- Fatalities

[1] Also called Material Safety Data Sheet (MSDS) or Product Safety Data Sheet (PSDS)

Objectives

We want to continue to ensure our employees' OH&S with the following objectives:

- We continue to work on lowering our lost-time injury rate per 1 million hours worked
- We aim to be below the Swiss manufacturing sector's average absence rate
- We continue to work on lowering our lost-time injury frequency rate in production
- We want to pursue a zero work-related fatalities target

Progress

Absence rate

In 2023, the absence rate due to sickness [2] was 3.9 % (PY 4.0 %). For comparison: in the Swiss manufacturing sector, the absence rate was 4.0 in 2022 (most recent available statistics). [3]

3.9%

absence rate due to sickness

Lost-time injury frequency rate ✓

The lost-time injury frequency rate [4] for our employees in production (according to GRI disclosure 403-9) stayed at 4.1 in 2023 (PY 4.1), with ten sites reporting zero lost-time injuries.

Data and targets related to lost-time injuries are published only for direct and indirect production employees, as lost-time injuries among office employees are very rare and would skew the published figures.

4.1 ✓

lost-time injury frequency rate in production

Table 6: Lost-time injury frequency rate

Year	Lost-time injuries	Number of hours worked in production	Lost-time injury frequency rate ✓
2020	25	6 127 312	4.1
2021	28	5 582 078	5.0
2022	24	5 908 505	4.1
2023	22	5 371 050	4.1

Lost time injury severity rate: The lost-time injury severity rate [5] (in production and warehouses) was recorded for the third time. It showed 16 lost working days per lost-time injury (PY 16.8).

Fatalities: No work-related fatalities were recorded during the reporting period.

[2] Number of absence hours due to sickness divided by the planned working time (in hours)

[3] Source: [Swiss Federal Statistical Office](#)

[4] Lost-time injury: any injury sustained by an employee while on the job that prevents them from being able to perform their job for at least one day/shift; lost-time injury rate: the number of lost-time injuries that occurred during the reporting period per 1 million hours worked by production employees.

[5] The lost-time injury severity rate was calculated by dividing the number of lost working days by the number of lost-time injuries.

Planned actions

In 2024, we want to focus on the following actions to further promote and maintain our performance in occupational health and safety:

- Promote and address organisational health and safety topics with all employees globally
- Continue to organise regular trainings to raise awareness and understanding about work-related health and safety topics
- Ensure state of the art protective equipment for all production employees
- Encourage health initiatives and check-ups across the whole organisation

Stories from around the globe

Awareness campaigns

In China, India, Malaysia, Poland, Switzerland, Tunisia, and the United States, we organise health and safety campaigns and health check-ups (diabetes, breast and cervical cancer, spine health). To maintain and increase health, sports activities including yoga, Jom.Fit, and running events, and seminars about healthy nutrition are organised. Some locations also provide our employees with fruit baskets at work.



Our colleagues in Malaysia have been participating in the Jom.Fit fitness programme and organised nutrition workshops, aiming to adopt healthy habits such as regular exercises and a balanced diet to minimise the risk of cardiovascular diseases.

Safety trainings



In India and Switzerland, we raise awareness about health and safety by joining team events such as the road safety "[Honda Manesar half marathon](#)" and our "[Bike to Work](#)" participation.

Fire and first-aid emergency drills and trainings are conducted regularly in China, India, Mexico, Poland, Switzerland, and the United Kingdom.

Read our [blog post](#) on mental health in the workplace on the occasion of World Mental Health Day 2023.

We are fully committed to prevent incidents on the shop floor. HUBER+SUHNER India is organising quarterly safety weeks to support our goal of a "zero incident company".

Customer relations

The success of HUBER+SUHNER is directly linked to our ability to cultivate mutually beneficial and trusting relationships with our customers. In 2023, HUBER+SUHNER served a base of approximately 4,500 buying customers. However, the major proportion of our sales is linked to key customers with whom the Group has established long-term relationships. Customer relations at HUBER+SUHNER are structured along the company's three market segments – Industry, Communication, and Transportation – with dedicated sales teams in key countries and around 400 sales employees.

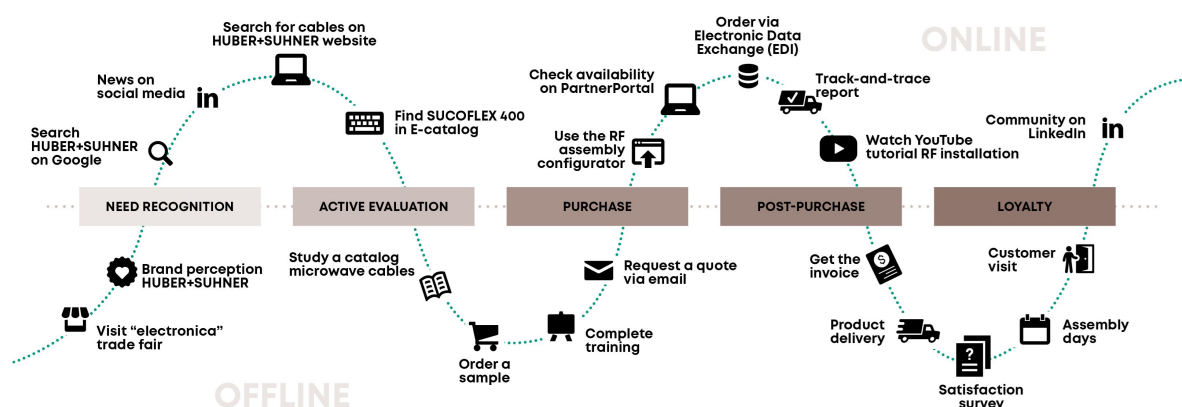
Approach

Driving a seamless customer experience

Offering a valuable customer experience is key for growth (see figure 13: Customer experience journey). Taking the pulse of customers at decisive moments allows HUBER+SUHNER to consistently understand, follow, improve, and own all the touchpoints (e.g. during an online search, when receiving the company's response to a request, when using our products, or when interacting with the company in the event of a complaint).

HUBER+SUHNER must be a competent engineering, logistics, and supply chain partner, constantly innovating and looking for highly customised solutions. Our focus on data collection and the evaluation process for an outstanding customer experience has been further developed through a new way of measuring the pulse according to twelve monthly touchpoints. After the go-live of our new website and e-commerce platform in November 2023, we will further expand our measurements of customer satisfaction for the digital channels in 2024.

Figure 13: Customer experience journey



Personal interactions remain paramount

Personal contact is crucial to building and maintaining close relationships with customers. They typically are assigned a single point of contact at HUBER+SUHNER for all their needs. Key customers are assigned a representative from executive management to encourage exchange and mutual trust with top management. Initial feedback shows the further improvement of customer proximity on the executive level.

Regulatory and sustainability requirements

As a business-to-business (B2B) company, HUBER+SUHNER must comply with regulatory and legal requirements. Therefore, we must be able to anticipate any developments at an early stage in order to develop our products accordingly. Detailed and transparent product information and labelling are therefore key to HUBER+SUHNER. The company also ensures compliance with standards and regulations such as registration, evaluation, authorisation and restriction of chemicals (REACH) and restriction of hazardous substances (RoHS).

By actively managing our focus on sustainability and constantly working to enhance our sustainability performance, HUBER+SUHNER also contributes to customers' sustainability, which positions us as a valuable partner beyond technical expertise and product quality. Due to the sharp rise of sustainability regulations in Switzerland and Europe, we have seen an increasing number of customers requesting information about our sustainability performance and impact. We communicate our performance via recognized platforms such as CDP, EcoVadis, and IntegrityNext.

Product-specific disclosures about per- and polyfluorinated substances (PFAS)

HUBER+SUHNER established an internal task force to monitor regulatory updates concerning PFAS restrictions. We have started a thorough assessment of our current product lines to identify any components or materials containing PFAS compounds. Collaborating closely with our suppliers and industry partners, we are exploring PFAS-free material perspectives. Additionally, we actively participate in the public consultation regarding the European Chemicals Agency (ECHA) PFAS proposal.

Objectives

To further create a seamless customer experience and to continue to create mutually beneficial and trusting relationships, our objectives are to:

- Aim for 90 days to close a customer complaint
- Further build trust as a secure and professional partner for customers
- Cooperate with customers on specific applications and business cases
- Expand our customer base
- Closely monitor customers' expectations regarding sustainability
- Continue to contribute to disclose our sustainability performance via mentioned platforms and reaching above-average performance

Progress

One of the indicators we measure is the average number of days until a customer complaint is closed. In 2023, the duration to closure of a complaint remained stable. Focusing on the full customer experience will help HUBER+SUHNER to gain a more holistic view beyond pure customer satisfaction.

Planned actions

To continue the creation of a seamless customer experience, our planned actions for 2024 and beyond include:

- Reducing the number of customer complaints by at least 5 %
- Initiating product carbon footprint (PCF) analysis in 2024
- Continuing the European Chemicals Agency's (ECHA) assessment of PFAS which is anticipated to extend until June 2024. Following this, we will acquire further details regarding the impending restriction, which will enable us to establish transparent communication with our customers about PFAS

Stories from around the globe

Sustainability supplier award from Airbus

On 7 March 2023, HUBER+SUHNER received a supplier sustainability award at the Airbus electrical standard parts supplier event in Toulouse. We have been providing radio frequency (RF) interconnectivity technologies to Airbus for more than a decade, supporting major developments in its existing and future commercial fleet.

Read more in the [media release](#).



Community involvement and development

In assessing the material issues, the Executive Group Management has made community involvement and development one of three focus topics. Community involvement and development stands out due to its many aspects which have the common goal of achieving a positive impact everywhere we operate. For HUBER+SUHNER, this includes the promotion of education, culture, and sports, as well as support for groups at the edge of social and/or workplace exclusion. Open, honest, and fair interactions with local and regional administrative authorities and other organisations such as schools, universities, and charitable organisations, are also part of this broad topic. The company's direct investments globally and via its foundation for projects in education, the environment, culture, sports, and for disadvantaged groups can take the form of donations in cash or in kind, as well as vocational training positions or support for employees in their engagement through voluntary work within the community.

Approach

Country organisations are responsible for their community involvement and development activities according to the local setting, needs, and possibilities. The local teams from various departments select and execute projects according to our globally binding [Community involvement and development guidelines](#). Outcomes are shared quarterly within our organisation to promote different successful projects so they can be implemented in varying forms on other locations if possible and appropriate.

In 2022, HUBER+SUHNER for the first time coordinated various actions from Europe to the United States to support Ukrainian people and refugees in a three-step approach: [involve, welcome, and integrate](#). This included volunteering time and goods, financial donations, housing, and workplace integration. It was the first initiative where several countries joined together for one cause.

In November and December 2023, country organisations from across the world joined the initiative with locally adapted activities to support organisations which help underprivileged groups. This will be continued.

Objectives

As of the 2022 financial year, HUBER+SUHNER is investing a total of 0.5 % of budgeted earnings before interest and taxes (EBIT), or at least CHF 500,000, for the support and initiation of projects. The funds are provided from the operating business as well as from the HUBER+SUHNER Foundation.

With this focus topic, the goal is not only to support the communities where we operate, but to increase employee motivation and engagement beyond our daily business operations. The spirit of giving reflects a deep sense of stewardship and our compassion for people. These are crucial traits in everyday life, in business, and beyond. For HUBER+SUHNER this shapes our culture and is one of many ways we live and cultivate our five values:

- Care
- Trust
- Passion
- Accountability
- Transparency.

HUBER+SUHNER will continue its exchange and sharing of best practices among our country sustainability representatives on a quarterly basis to align activities and further increase employee engagement and our relationships with local community members and organisations. Our ambition is to build strong ties and foster a mutual understanding of social and environmental risks and opportunities.

Progress

Country organisations

In 2023, we supported 211 community involvement and development projects (PY 173) through the engagement of 79 % of HUBER+SUHNER Group companies (PY 67 %). This equalled a financial investment of CHF 515,000. Despite the lower absolute investment, we remain on track and were able to support more projects than in previous years.

In 2023, we organised for the first time a joint [holiday season activity](#) to support underprivileged groups, with the participation of employees in Australia, Costa Rica, India, Poland, Switzerland, the United Kingdom, and the United States to donate goods, toys, food, or money to select organisations. India took the occasion of Diwali – the festival of lights – to hold [various events](#), including stall sells from local pottery craftsman and artwork from a school, as well as conducting a clothing, toy, and book drive for underprivileged people in the vicinity of our offices.

211

projects supported for community involvement and development

At the end of 2022, HUBER+SUHNER published its globally binding [guidelines](#) on the topic of community involvement and development. As of the 2022 financial year, HUBER+SUHNER has a total of 0.5 % of budgeted earnings before interest and taxes (EBIT), or at least CHF 500,000, available for the support and initiation of projects. The funds will be provided from the operating business as well as from the HUBER+SUHNER Foundation.

515,000_{CHF}

spent for community involvement and development projects

Table 7: Community involvement and development

Year	Investment in CHF	Number of projects	Proportion of country organisations
2020	333 000	118	56%
2021	459 000	104	53%
2022*	579 000	173	67%
2023	515 000	211	79%

*Since the easing of pandemic-related measures in 2022, our community development activities have increased significantly.

HUBER+SUHNER Foundation

The HUBER+SUHNER Foundation in Switzerland, established in 1947, is another important channel to support our own employees as well as projects by non-profit organisations in the vicinity of the Herisau and Pfäffikon ZH offices and production sites. The Foundation's mission is to fund select social, cultural, and sports projects.

After a couple of years where the global Covid-19 pandemic had halted or postponed some projects which were funded in 2020 already, the number applications and funded projects has increased again since 2022.

Two of the projects are described in more detail in our "Highlights from around the globe" section.

Table 8: HUBER+SUHNER Foundation projects

Year	Number of projects
2020	105
2021	86
2022	142
2023	145

Planned actions

Country initiatives

Going forward, we want to further collaborate and engage with the communities where HUBER+SUHNER has office and/or production sites in a strategic manner and according to our [Community involvement and development guidelines](#). We are committed to the social and environmental well-being and improvement of our surrounding communities. We will:

- Through the HUBER+SUHNER Foundation, operating in Switzerland only, and with our country organisations, invest at least 0.5 % of the budgeted earnings before interest and taxes (EBIT) or CHF 500,000, whichever is higher, into community development projects
- Continue to encourage our employees, where possible, to support projects by donating their time, know-how, funds, or goods
- Identify a global community engagement and development project as this is one of our three focus topics, where all countries can contribute to one bigger cause
- Define and implement additional processes to measure the effectiveness and outcome of our community involvement and development activities.

Stories from around the globe

China charity bazaar

In China, a charity bazaar was organised in May with the support of a variety of employee donations. A total of RMB 5,200 was raised and doubled with a company donation to RMB 10,400. The “Cheer for Mulan Foundation”, which provides free education and medical support to underprivileged women in rural areas, received the funds for its important work.



Our colleagues set up a charity bazaar to support the “Cheer for Mulan Foundation”.



Children of our employees in Mainz (Cube Optics), are being introduced to the interesting world of bees and honey.

Germany is adding more beehives

For the past couple of years, our colleagues at HUBER+SUHNE Cube Optics AG in Mainz have become bee experts. Starting with one hive, they now have a total of four beehives with: the ZomBees, FrisBees, GarBees, and CuBees. The impressive amount of 60 kg honey was harvested in 2023 thanks to colleagues who have become the beekeepers and form the “Imker AG”. The honey is offered to visitors, given to the bee caretakers and sold to other employees to fund the project. Employees’ children were invited to witness the [harvesting process](#) this year and learn about the fascinating world of bees.

India continues to fiberise rural villages and their schools

HUBER+SUHNER in India continues with its fiberisation project by empowering rural schools and their pupils with internet. The country's rural areas often lack the necessary infrastructure for reliable internet connectivity, such as broadband networks, cell towers, and power supply. Since 2022, HUBER+SUHNER in India has brought high-speed internet access to approximately 2,200 village schools. Students and teachers can expand their knowledge and digital tools, thanks to our teams' engagement beyond business.



One of the teachers in a rural school that is now connected to the internet thanks to HUBER+SUHNER India.



Our recycling room at our premises in Malaysia, where employees can hand-in personal waste such as paper, plastic and metals.

Malaysia encourages employees to recycle

Since March 2021, our team in Malaysia has been running a recycling project. Employees can bring their recyclable waste such as paper, plastic, and metals from home to the office premises as there is limited public recycling infrastructure available. In May 2023, a next step was taken with the inauguration of a recycling room infrastructure. The collected recyclable waste is handed over to a recycling center, run by the Malaysian arm of the charitable "Tzu Chi" organisation with its focus on charity, medicine, education, and humanist culture. At the foundation's recycling center, recyclable waste is sorted for reuse or disposal. All proceeds from the sale of the reusable materials are invested in, among others, the non-governmental charity for medical care and environmental protection. In 2023, 2,919 kg of waste were recycled (PY 530 kg). Over the past three years, a total of 6,000 kg waste could be recycled thanks to the project.

Mexico goods drive for a school and an elderly home

The team in Mexico got together and held a drive of goods including hygiene items and clothing for “Nuestra Señora del Rosario”, a nursing home for the elderly in Empalme, where our production site is located. Additionally, lamps, office furniture, and workshop accessories were donated to the local “Conalep technical school”.



Employees in Mexico handing over collected goods for an elderly home and used furniture for a local school.



Thinking of people in need is important for our colleagues in Tunisia on various occasions.

Tunisia thought of others during Ramadan and “World Blood Donor Day”

During the holy month of Ramadan, our colleagues in Tunisia came together with donations of basic foods for families in need. On 13 June, World Blood Donor Day, our employees were welcomed by a medical team from Work Medicine Complex to make it is easy to donate blood and ultimately save lives.

United Kingdom raised money for people with cancer

In the UK, our team in Bicester supported the Hummingbird Cancer Support Group charity with a donation of £ 2,000. The organisation provides mental support to cancer patients and their family members.





Our team from Charlotte which participated in the "PanCan Purple Stride Run 2023" to support their colleague.

Our team in Charlotte (USA) connected for a cure

Employees of HUBER+SUHNER Inc. in Charlotte, United States, in April joined the "[PanCan \(Pancreatic Cancer\) Purple Stride Run 2023](#)" as team "Connecting for a Cure." One of our colleagues was diagnosed with pancreatic cancer and the team ran in to support him and to raise awareness. They raised USD 12,754, exceeding the targeted goal of USD 10,000, to fund vital research for new treatments.

Astrolab employees in Warren (USA)

Together with "United Way", some colleagues of the team in Warren, United States, rolled up their sleeves and stuffed back-to-school backpacks with goods donated by their co-workers.

A donation drive was held in August, when our employees collected baby wipes, diapers, and other hygiene items for the "Moms Helping Moms".



Warren employees during the collection and packaging of goods for "United Way" and "Moms helping Moms".

The HUBER+SUHNER Foundation in Switzerland – select projects



The new leisure spaces for the residents of the Wagerenhof Foundation which have already been inaugurated.

Wagerenhof Foundation

"[Wagerenhof](#)," a foundation and center of competency and service, for over 100 years has provided housing, care, work, and leisure activities for adults with a cognitive impairment and their families. The organisation supports 250 people and offers 52 specialised jobs in a protected but inclusive environment so that all participants can enjoy high quality of life.

Wagerenhof residents were missing spaces where they could spend time together chatting, playing computer games, relaxing on a sofa, have a drink at the bar, dancing, and celebrating birthdays and other events. Additionally, the area was envisioned to allow for quiet time reading or listening to audio books or CDs. And very importantly: they had wanted a kitchen so they could cook and enjoy food together. The final outcome of the project is all of this and more. The Wagerenhof team also got a library that includes an aquarium and a cinema. Since November 2023, the "King's Kitchen" has offered weekly cooking events for and with Wagerenhof residents. The HUBER+SUHNER Foundation contributed to the new spaces with a substantial donation.

Werkheim Uster

Around 285 people with cognitive impairments live and work in the "[Werkheim Uster](#)". The organisation's goal is to promote equality and a self-determined lifestyle for its residents, ensuring that people with disabilities can actively participate in society.

With its Mehrwerk (meaning more work) services, the Werkheim Uster stands for more collaboration, more possibilities, more inclusion, more independence, and more capabilities for residents. Different Werkheim Uster teams as well as local companies share a common workspace at the Mehrwerk. The vision is that employees with and without impairment work together on equal terms and on an equal footing. In total, 75 employees and 12 specialised staff work at Mehrwerk and an additional 50 people work for the companies renting Mehrwerk spaces.

A next step was the [Mehrwerk Gastronomy](#), through which a range of fresh and seasonal foods and beverages could be served during breaks and lunch for Mehrwerk employees and tenant companies, as well as the neighbouring companies.



The barrier-free water dispenser in the new canteen for which the HUBER+SUHNER Foundation donated the filtrations system.

The contemporary new cafeteria will serve as a meeting place and supports inclusion and diversity. Mehrwerk Gastronomy also expands the range of service offerings and increases the collaboration of Werkheim Uster employees with the neighbouring commercial center and its companies. The HUBER+SUHNER Foundation supported the Mehrwerk Gastronomy with a donation for the purchase of the filtration system for its barrier-free, sustainable water dispenser. The Mehrwerk employees with cognitive or physical impairments have access to the water dispenser at any time. The robust, user-friendly system boasts illuminated sensor buttons with pictograms and easy-to-access panels that can be mounted at various heights, making it the perfect choice for the Mehrwerk team.