

The Sustainability Programme of the Zumtobel Group

Field of action	Brand/Segment	Strategic objective	Measures	Target value	Target date	Status	
Market	Zumtobel*	Increase the proportion of revenues accounted for by "eco" products" (current value approx. 24.7%)	<ul style="list-style-type: none"> New product development R&D activities 	15%	2010/11	✓	
				30%	2011/12	→	
				45%	2014/15	→	
		Increase the proportion of revenues accounted for by luminaires with electronically dimmable ballasts (current value approx. 22.4%)	<ul style="list-style-type: none"> Develop new products with electronically dimmable ballasts Marketing and advanced training activities 	22.4%	2010/11	✓	
				24%	2011/12	→	
				29%	2014/15	→	
		Increase the proportion of revenues accounted for by LED products (current value approx. 11.8%)	<ul style="list-style-type: none"> Develop new LED products Marketing and R&D activities 	17%	2011/12	→	
				34%	2014/15	→	
		Increase the proportion of revenues accounted for by lighting control units (current value approx. 5.3%)	Measures in the context of the new business plan for lighting controls	5%	2011/12	→	
				8%	2014/15	→	
		Thorn*	Reduce the proportion of revenues accounted for by luminaires with magnetic ballasts (current value 22.9%)	<ul style="list-style-type: none"> Implementation of PEC programme Advanced training on ecoCalc software 	18%	2011/12	→
					10%	2014/15	→
	Increase the proportion of revenues accounted for by luminaires with electronically dimmable ballasts (current value approx. 6.3%)		<ul style="list-style-type: none"> Implementation of PEC programme Advanced training on ecoCalc software 	12%	2011/12	→	
				20%	2014/15	→	
	Increase the proportion of revenues accounted for by LED products (current value approx. 3.5%)		<ul style="list-style-type: none"> Develop new LED products Advanced training on LED products 	7%	2011/12	→	
				20%	2014/15	→	
	Increase the proportion of revenues accounted for by lighting controls (current value 0.9%)		<ul style="list-style-type: none"> Develop new lighting controls Advanced training on ecoCalc software Implementation of PEC programme 	1%	2011/12	→	
				5%	2014/15	→	
	Tridonic	Increase the proportion of revenues accounted for by energy-efficient products (current value 66.7%)	<ul style="list-style-type: none"> Ecolution campaign and strategy Advanced training for sales employees and customers 	67.5%**	2010/11	×	
				72%	2011/12	→	
				80%	2013/14	→	

* All figures apply to Europe.

** The slight discrepancy in target values is due to the comparatively high demand for magnetic ballasts in non-European markets.

✓ Achieved

→ In progress

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Market	Tridonic	Increase the proportion of revenues accounted for by electronically dimmable ballasts (current value 14%)	<ul style="list-style-type: none"> Develop new electronically dimmable ballasts and LED converters Dimming Roadmap Marketing and research 	15%	2011/12	→	
				20%	2014/15	→	
		Increase the proportion of revenues accounted for by LED products (current value approx. 10%)	<ul style="list-style-type: none"> Overarching LED strategy Develop new products 	15%	2011/12	→	
				35%	2014/15	→	
		Increase the proportion of revenues accounted for by lighting controls (current value 6%)	<ul style="list-style-type: none"> Measures in the context of the new business plan for lighting controls Research and Development activities Advanced training initiatives 	7%	2011/12	→	
				9%	2014/15	→	
	Zumtobel Group	Increase the proportion of revenues accounted for by LED products (current value EUR 100.3 million, 8.2% of revenues)	Campaigns and initiatives of the brands	EUR 100 million	2010/11	✓	
				One third of consolidated revenues	2014/15	→	
	Processes	Lighting Segment	Certification of all European plants to ISO 14001		6 plants	2010/11	✓
			Certification of plants in China, Australia/New Zealand and USA to ISO 14001	Determine measures and course of action in order to achieve certification of plants	6 plants	2013/14	→
Establishment of a system of key indicators and definition of target values for a carbon-equivalent per luminaire produced					2010/11	✓	
Implementation of a new IT system to ensure compliance with legislation and guidelines			<ul style="list-style-type: none"> Launch of pilot project and evaluation of the software Roll out the software to all areas of the business 		2011/12	→	
Evaluation of approx. 200 most important suppliers			<ul style="list-style-type: none"> Develop measures and criteria for evaluation of suppliers Install the IT system 	approx. 200 suppliers	2011/12	→	
Reduction in supplier complexity			<ul style="list-style-type: none"> Define new strict criteria for inclusion of a new supplier Define activities aimed at reducing expenditure on supplier management 		2013/14	→	

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Processes	Components Segment	Certification of all plants world-wide to ISO 14001		7 plants	2010/11	✓
		Certification of Fürstenfeld site to ISO 14001	Defining measures and certification procedure	1 plant	2011/12	→
		Certification of sales organisation in Neu-Ulm to ISO 9001 (Germany)	Defining measures and certification procedure	1 plant	2011/12	→
		Establishment of a system of key indicators and definition of target values for a carbon equivalent per luminaire produced			2010/11	✓
	Zumtobel Group	Enable issue of Environmental Product Declarations (EPD) in both Segments	<ul style="list-style-type: none"> Install an IT structure Advanced training for employees 		2011/12	→
		Investigate tonne-kilometres used and calculate CO ₂ emissions produced by transport	Calculate tonne-kilometres for transport		2011/12	→
Employees	Zumtobel Group	Reduction in accident frequency reported as TRI	Measures to improve occupational safety, e.g. employee training, improvement in protective clothing, upgrading of installed machinery	TRI rate = 10	2014/15	→
Integrity	Zumtobel Group	Systematic expansion and even more transparent design of the compliance management system to ensure consistent compliance and complete integrity			Ongoing	→