



SUSTAINABILITY REPORT  
2012

# GLOBAL CHALLENGES REGIONAL SOLUTIONS



# PILLARS OF SUSTAINABILITY



## PRODUCTS & SERVICES

### CREATING AWARENESS

- *Development of sustainable products and services*
- *Social standards*
- *Customer satisfaction*



## ENERGY & RESOURCES

### PROTECTING THE CLIMATE

- *Increasing energy efficiency*
- *Conserving resources*
- *Reducing emissions*



## EMPLOYEES & SOCIETY

### PROMOTING DIVERSITY

- *Health management*
- *Social engagement*
- *Environmental education*
- *Staff development and promoting young talent*

## GLOBAL CHALLENGES REQUIRE SOLUTIONS

*which transcend national borders. Not only governments and non-government organisations are called upon in this context but also global companies such as ista. Our business model is metering energy consumption and our guiding philosophy is saving energy. It is therefore only logical that our social engagement focuses on protecting the*

- 
- 01 CENTRAL EUROPE**  
*Germany, Luxembourg, Austria, Switzerland*
  - 02 FRANCE**  
*France*
  - 03 NORTH EUROPE**  
*Denmark, Norway, United Kingdom (UK)*
  - 04 WEST/EAST EUROPE**  
*Belgium, Bulgaria, Netherlands, Poland, Romania, Slovakia, Czech Republic, Hungary*
  - 05 NORTH AMERICA**  
*USA*
  - 06 SOUTH EUROPE**  
*Belarus, Italy, Russia, Spain*
  - 07 EMERGING MARKETS**  
*Brazil, China, Turkey, UAE*

*environment and combating climate change. We are committed to this with our products and services and our employees at our 25 branches worldwide. But we also know that global challenges need regional solutions which take the local conditions into account. We do both. We offer global and regional solutions – with globally managed action and small local initiatives.*



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*Sustainability Report 2012*

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*“Whether in Romania or the USA, France or Turkey – ista operates in 25 countries, and in each one we take our responsibility for the environment and society seriously.”*

A handwritten signature in black ink, which reads "Walter Schmidt". The signature is written in a cursive, slightly stylized font.

**WALTER SCHMIDT**  
CEO ista International GmbH

## AROUND THE WORLD WITH ista

*Dear Readers,*

I invite you to come on a trip with me to visit the ista companies all over the world. Whether in Romania or the USA, France or Turkey – ista operates in 25 countries, and in each one we take our responsibility for the environment and society seriously. Our sustainability strategy is already well established in Germany and we have already achieved success in other national organisations, as the project examples described in this report show. ista is planning a complete rollout of the sustainability strategy in all 25 national organisations in the medium term. We are fully aware that different challenges have to be faced depending on the country and that the process will also proceed at different paces.

In our Sustainability Report 2012, we would like to show you what regional solutions we find for global challenges, such as global warming or the shortage of young talent. With globally controlled environmental management and individual local projects, we fulfil our voluntary commitment to act as sustainably as possible at all our locations.

### **Attention is focused on energy and resources**

Our involvement concentrates on environmental protection and the fight against climate change. On the basis of our range of products which make a direct contribution to environmental and climate protection,

our focus is also on saving energy and resources as well as on promoting ecological awareness. The three chapters are based on the three pillars of our engagement: in the first chapter, we show how our products and services help to save energy in the real estate sector. The second chapter deals with measures which help us to cut the use of resources in our own buildings and while on the road. And the third chapter focuses on our employees. It shows how they volunteer for charity projects and pass on their “green knowledge”. Furthermore, we report on how we at ista develop and advance our employees.

### **Strong international partner**

Energy-policy decisions have a great impact on our business activities. In 2012, the subject of energy was always high on the international agenda: whether at the UN Climate Conference in Doha, in the consultations on the Energy Efficiency Directive at European level or in the discussion on the energy transition in Germany. Not everywhere in the world is such a radical turnaround in energy policy as noticeable as in Germany. Nevertheless, the key question all round the world is the same: How can we use energy more efficiently in future? Here, ista is a strong international partner which systematically looks for answers to this question by developing new products and services which make energy consump-

tion transparent and by contributing to the political debate. In 2012, an important milestone was reached at European level. The EU recognised the added value of transparency in energy consumption and anchored this idea in the new Energy Efficiency Directive. This Directive requires individual consumption meters to be installed throughout Europe in apartment buildings with central or district heating. Furthermore, European consumers are to receive a consumption-based bill at least once a year, as is already long since a statutory requirement in Germany and Denmark. The fact that other countries now also have to follow suit is good news. The environment will benefit in future from more careful use of energy and new growth opportunities are opening up for our company.

### **Progress to be proud of**

Just like the previous year's report, this report is based on the guidelines of the Global Reporting Initiative (GRI). Our reporting meets the Advanced Application Level B+ (see page 45). I am proud of this and of the progress which we have made in saving resources and in our social engagement. I would like to thank ista's employees for their great commitment! And now I wish you an inspiring trip around the ista world and would be delighted if you would share your impressions with us! Please write to us at [sustainability@ista.com](mailto:sustainability@ista.com). ■

## OUR COMPANY

*In 25 countries all over the world ista makes a crucial contribution towards reducing energy consumption in buildings with its products and services. The broad-based portfolio in the field of energy management shows that the company focuses on sustainability.*

Ista reads about 48 million\* meters in more than 11 million households all around the world. The company is therefore the world leader in the consumption-dependent metering and billing of water, heat, cold, gas, electricity and ancillary costs. The company's 450,000 customers\* include property managers and owners as well as energy utilities. ista's services help to reduce the consumption of energy and resources in residential buildings and commercial properties but only require low investments.

### From supply to billing – a one-stop shop

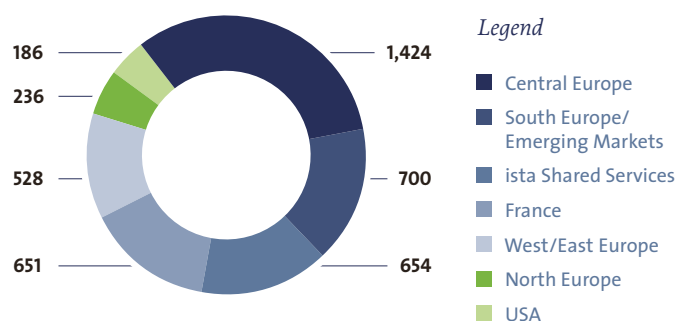
ista's services are based on accurate metering and recording devices. These include heat allocation meters, water and heat meters, system technology and the relevant accessories. All in all, ista offers 57 individual products\*. Everything comes from one source, from the supply, installation and commissioning of the meters to the billing. ista analyses energy and water data, inspects and optimises heating systems and offers individual solutions for energy consumption and energy cost management (see overview on page 5). Altogether, ista has 10 service sectors\* with 17 individual services\* in its portfolio.

The ista Group operates in 25 countries. Its head office is in Essen (Germany). In addition to a large number of European countries such as Denmark, the Netherlands, France, Italy, Spain, Belgium and Poland, the company is also represented in Russia, Brazil, China, the USA and the United Arab Emirates (see front inside cover). Its

core markets are in Europe. In 2012, ista International GmbH recorded sales of EUR 707.2 million worldwide, and adjusted sales of EUR 700.9 million. That is an increase of 4.1 % compared with 2011 (see table on page 6). In the reporting period, EUR 85.7 million was invested, EUR 58.5 million of which in rental devices. A total of EUR 2.2 million was invested in acquisitions – ista acquired the German metering service provider compacta in the middle of the year – and in purchase price adjustments.

4,720 people were employed in the Group as at December 31, 2012. The full-time equivalent\*\* was 4,477, which was slightly up on the previous year (4,319). The Region Central Europe has the highest number of employees at 1,424, followed by the Region

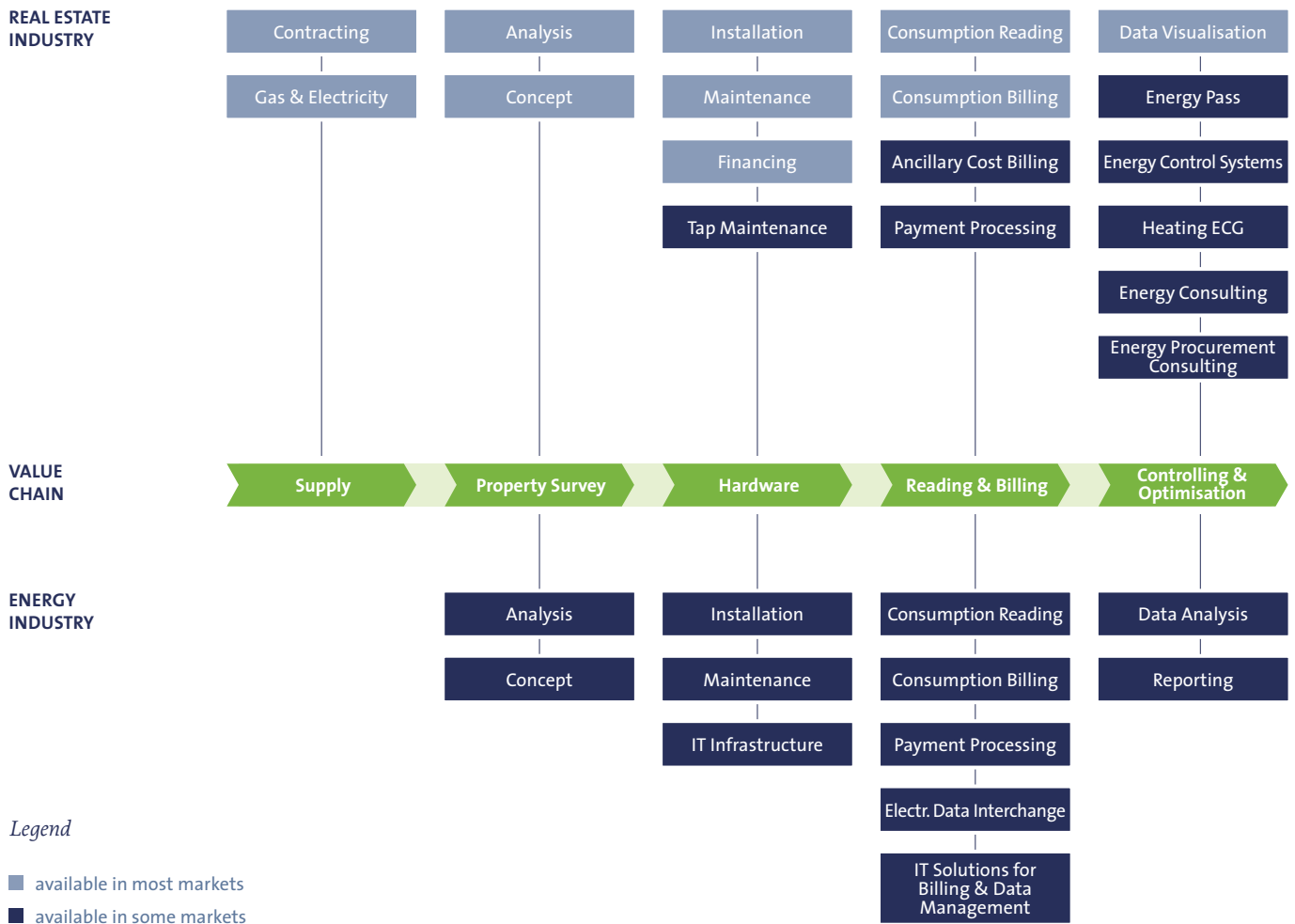
### Employees by region



\*Based on estimates, \*\* Average (FTE) for the reporting period, \*\*\* ista Shared Services with 654 employees.



## Worldwide service – the ista portfolio in energy management



### Legend

South Europe/Emerging Markets with 700 employees\*\*\* (see diagram on left). Women accounted for almost half of the workforce in 2012 with a share of 46%. For more detailed information on the workforce structure, see page 43. ista cooperates with independent service partners in some countries. In Germany, the service partners also perform meter installation and meter reading.

ista is the leader in most markets where the company is represented, including France, Belgium, Luxembourg, Denmark, the Netherlands and Poland. In Germany, ista has a very strong second position. ista offers products and services for the consumption-dependent billing of heat and water almost everywhere. As, how-

ever, the company is geared to the local requirements in every country, the offering also varies from country to country. The market potential for consumption-dependent billing depends on the proportion of multifamily buildings and the importance of district heating and central heating systems as a means of energy supply in the respective market. The potential for ista is smaller in countries with many individual heating systems, such as the United Kingdom. There, the company mainly works for energy utilities or commercial property managers. Germany is by and large a saturated market owing to the statutory requirements laid down in the Heating Cost Ordinance. In Germany and Denmark, ista is mainly

expanding at present by changing customers over to modern radio technology and with additional services such as energy data management, contracting, issuing energy passes and the installation and inspection of smoke detectors.

In Germany, for example, buildings account for just under 40%\* of energy consumption. With its solutions for energy management in the real estate sector, ista makes an important contribution to climate protection and the conservation of resources. In order to achieve the national and global climate objectives, it is crucial to cut heating energy and hot water consumption. Individual billing of the consumption data sensitises consumers to the need to use these resources carefully.

#### Technologies such as smart metering offer great potential for climate protection

Alongside consumption-dependent energy billing, it is above all the development of innovative products and services that is crucial for ista's long-term success. Therefore, the management has anchored the development of sustainable solutions for saving resources in the real estate sector in the corporate strategy. Advanced technologies, such as smart metering and energy data management, already permit savings today and have major potential for climate protection in the future.

The history of ista goes back more than 100 years to the founding of Clorius, the pioneer of the consumption-dependent billing of energy and water in Denmark, in 1902. ista was founded in Germany in 1957. After nearly four decades of successful business, ista was taken over by Raab Karcher in 1994 and merged with Clorius to form Raab Karcher Energie Service. When Raab Karcher and Veba Immobilien were merged in 1999, the energy division was renamed Viterra Energy Services. ista has again been trading under the origi-

nal company name since 2005. The management of ista International GmbH is responsible for the strategic and operational control of the Group and also has overall responsibility for risk management. The respective regions are responsible for the operational identification, assessment and internal control of risks.

The management of ista International GmbH is made up of three managing directors: Walter Schmidt, Chief Executive Officer (CEO) as well as CEO of ista Deutschland GmbH, Christian Leu, Chief Financial Officer (CFO), and Jochen Schein, Chief Operating Officer (COO). The managing directors' remuneration consists of fixed and variable components.

The variable pay component is performance and cash-flow-driven and calculated according to the total success of the company. The following are members of the Supervisory Board of the largest ista national organisation, ista Deutschland GmbH: Christian Leu, the CFO of ista International GmbH as the Supervisory Board chairman, the works council chairman and Jochen Schein, the COO of ista International GmbH.

#### 45 companies included in the consolidated financial statements

The parent company of the ista Group is ista Holdco 1 S.A., which is domiciled in Luxembourg. The shareholders in the reporting period were the management as well as funds advised by Charterhouse Development Capital Limited, London (United Kingdom), and by CVC Capital Partners Advisory Company (Luxembourg) S.à.r.l. In addition to ista, 45 companies in which ista holds directly or indirectly the majority of the voting rights or determines the financial and business policy directly or indirectly on the basis of a controlling position were included in the consolidated financial statements of ista International GmbH as at December 31, 2012. ■

## Key figures

	2011	2012	Change
Adjusted sales of ista International GmbH**	EUR 673.1 million	EUR 700.9 million	+4.1 %
Adjusted EBIT**	EUR 186.6 million	EUR 203.9 million	+9.3 %
Adjusted EBIT margin**	28 %	29 %	
Employees worldwide (average (FTE) for the reporting period)	4,319	4,477	+3.66 %

\* cf. dena-Gebäudereport 2012: <http://www.zukunft-haus.info/gesetze-studien-verordnungen/studien/dena-gebaeudereport.html>

\*\* Adjusted for acquisitions, divestments, one-off effects as well as normalisation adjustments.

Reported sales for 2011: EUR 697.8 million and for 2012: EUR 707.2 million. Reported EBIT for 2011: EUR 169.8 million and for 2012: EUR 184.0 million. The consolidated financial statements of ista International GmbH are published in the electronic Federal Gazette (Bundesanzeiger).

## OUR STRATEGY

*Sustainability plays a major role for ista. The company has therefore developed a strategy for corporate responsibility. Projects which pursue this strategy are being advanced in all national organisations. Sometimes these are minor, sometimes major projects – depending on the manpower capacity of the locations. The focus is generally on environmental protection.*

At ista, all aspects of corporate action are governed by sustainability. With its business model, the energy service provider actively contributes to climate protection: ista's products and services help all over the world to increase energy efficiency in buildings. Naturally, the company also aims to use as few resources as possible and reduce emissions in buildings it uses itself and on employee business trips. Many employees are also involved in environmental protection and environmental education projects. Here, they encourage children and adults to think and act responsibly.

All this illustrates that ista has adopted a holistic approach in the field of corporate responsibility (CR), covering the products and services, the use of energy and resources and how the company deals with its own employees and society (see diagram below). Sustainability is of great importance to ista. Not only because more efficient use of resources and innovative products benefit the environment. But also because ista profits directly from its commitment in this field. Costs for energy and material fall, its reputation and employee motivation increase. The ista locations integrate even better into their neighbourhoods thanks to the company's social engagement. And products that promote energy efficiency safeguard the sustainability of the company by opening up new market opportunities.

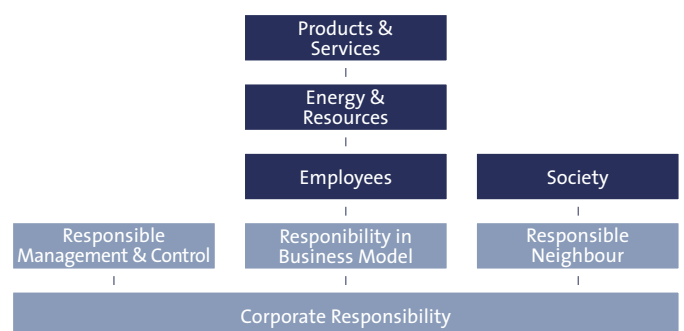
### Sustainability has high priority

ista has recognised the positive effects which sustainable management offers for the environment, society and the company and has introduced an international CR strategy. In institutional terms, the CR strategy is anchored in the Sustainability Council (see diagram on page 9). This body identifies and promotes sustainability activi-

ties in all ista companies. It convenes three to four times a year. The Council develops standards, initiates projects to serve as models and gives recommendations on strategy. Moreover, it is the contact for all sustainability questions and supports the operational units in implementing suitable measures.

Sustainability issues are an integral part of the corporate culture and the management gives them high priority. For example, the Sustainability Council reports direct to the management. The Council also advises the members of the management on sustainability issues. At present, there is no procedure with which the sustainability performance of the Management Board is assessed. At

### Holistic CR approach



ista's sustainability strategy encompasses responsibility in management, responsibility in the business model and being a responsible neighbour.

the ista companies, the Council is supported by the sustainability delegates. These employees coordinate the implementation of all CR activities in the individual countries together with the specialist departments. The member of the Council responsible for environmental questions is the environmental consultant. He implements the environment management requirements and advises all companies on matters relevant to the environment (see Interview on page 23).

ista's diverse CR activities could not be pursued without its employees. They are crucial for the economic success of the company and the successful implementation of its sustainability strategy. Therefore, ista takes its responsibility to its employees very seriously and supports and develops them in numerous ways. This includes vocational and further training programmes, health promotion activities as well as the principle of offering men and women equal career opportunities. For example, in 2012, ista in Germany was again awarded the Certification Seal "Top Job – Best Employers Among Medium-sized Enterprises". In the Polish ista Shared Services' Centers, ista's HR work was recognised with the award "Investor in Human Capital".

### New CR programme "grow"

In 2012, ista developed the CR programme "grow" which combines the two programmes "energy matters" (international) and "ista gets involved" (ista Germany). The heart of "grow" involves Corporate Volunteering Days at which the company supports the voluntary engagement of its employees and funds environmental projects. The programme was presented to the national organisations in 2012 and is being implemented in 2013.

All ista employees are obliged to observe the Environmental Guidelines. In addition to compliance with legal requirements, these Guidelines prescribe the responsible use of energy and raw materials. In addition, ista's Code of Conduct is binding on all employees. It describes how the company expects employees to act with respect to sensitive subjects such as conflicts of interest, corruption and bribery. The Internal Audit department monitors observance of the Code of Conduct and the Environmental Guidelines. Employees who have any questions concerning the requirements or do not want to discuss the subject with their superior can get in touch with the Vice President Internal Audit. Information on avoiding corruption is posted regularly on the Intranet for all employees including the management level.

ista and its employees act in compliance with the UN Declaration on Human Rights, the UN Convention against Corruption and the Declaration of Principles of the International Labour Organisation (ILO). The latter serves, among other things, to combat

child labour, eliminate forced labour and prohibit discrimination. All employees have the possibility of reporting violations or a suspected violation to the Internal Audit department. No instances of discrimination were reported in 2012. In 2013, ista is becoming a member of the Global Compact of the United Nations and therefore undertaking to gear its business activities and strategies to 10 universally recognised principles relating to human rights, labour standards, anti-corruption and environmental protection. The key environmental figures serve as a yardstick to measure the environmental performance of the company. To assess the societal and social performance, ista mainly uses the key figures of the Human Resources department. For example, staff turnover rates or further training rates are analysed to determine the optimisation potential. Furthermore, projects completed in the field of social engagement are assessed.

ista's most important stakeholders include customers, employees, owners, suppliers, associations and the media. They all place different demands on ista. It is the task of all departments to address their individual needs and implement them in business

## Stakeholder dialogue

Stakeholder	Communication examples and aims
<b>EXTERNAL</b>	
Customers	Customer events, customer advisory council, customer satisfaction survey, customer newsletter, Internet, personal customer care and support, corporate blog, newsroom
Associations, organisations, NGOs	Memberships, association work
Owners	Monthly reporting and consultation meetings
Press	Press meetings/conferences, press releases, corporate blog, newsroom
Suppliers	Regular consultation meetings
Students, scientists	University cooperations
<b>INTERNAL</b>	
Employees	Staff appraisal interviews, employee opinion survey, information events, management blog, staff magazine, newsletter, Intranet

ista conducts an open dialogue with its internal and external stakeholders.

## Sustainability Council



Representatives of all departments relevant to sustainability issues get together and report direct to the management.

processes. ista has been in open dialogue with its stakeholders for many years (see table on left). ista selects the stakeholders considered in the CR strategy according to their proximity to the fields of action relevant to sustainability. In 2012, the stakeholders did not raise any concerns or questions relevant to this report. The relationship with the owners is laid down in the articles of association and rules of procedure. Monthly reporting and consultation meetings ensure an exchange of views. Customers are kept continuously informed of new developments at events, through newsletters as well as through personal support. Their wishes are included in strategic considerations through customer surveys and the customer advisory council.

### ista lives an “open-door culture”

The needs of the employees are determined in surveys and through direct feedback to the superiors. Internal media keep the employees regularly informed about current developments in the company. ista lives an “open-door culture”. Employees can voice their questions and ideas at events as well as in personal talks with managers. “ista Get-together”, for example, is an event at head office in Essen to which the CEO invites employees to exchange views with them.

The multilingual management blog on the Group-wide Intranet serves a similar purpose; employees can express their opinions using the comment function. In the USA, the employees can send suggestions to the management of their location using a function on the Intranet. The management of ista France invites the employees to breakfast once a month. They then discuss current issues together. In addition, works councils champion the needs of the employees in Germany, France, Spain, Belgium and Denmark. In 2012, no cases were reported where the freedom of

association or the right to conduct collective bargaining negotiations was jeopardised. In view of its many years of expertise and international market leadership, ista is in demand as a discussion partner for politicians, industry, associations and organisations on the subjects of energy efficiency and energy management. In this context, ista repeatedly makes it clear that transparency of energy consumption in buildings is an essential requirement for reducing consumption. ista is also highly respected as a discussion partner on CR issues. For example, in Germany, the company is represented on the CR Advisory Council of the Ministry of Economics in North Rhine-Westphalia.

### New cooperation with CSR Germany

ista is a member of various associations and organisations. These include “Europäischer Verein zur verbrauchsabhängigen Energiekostenabrechnung e.V.” (the Association for Energy Cost Allocation), in which five subsidiaries are represented and whose President is Walter Schmidt. In Germany, ista is, for example, a member of the trade association “Arbeitsgemeinschaft Heiz- und Wasserkostenverteilung e.V.” and the environmental initiative B.A.U.M. e.V. In 2012, the company entered into partnerships with CSR Germany and the non-profit company network UPJ. In France, ista is represented in the I.C.O., an organisation for the promotion of energy and environmental technology in buildings and technical plants. In the USA, ista cooperates with the “US Green Building Council”, a non-profit organisation dedicated to sustainability in buildings. ista observes ethical standards both in political lobbying and in marketing. Advertising which conflicts with ista’s corporate values is not permitted. Moreover, ista does not sell any products which are banned in certain markets or are the subject of critical public debate.

As ista promotes energy efficiency in its core business, the ista management also carefully considers the opportunities and risks associated with climate change. There are no risks from climate change which threaten ista’s existence. Regulatory risks arise, for example, in connection with heat insulation measures which have to be performed in buildings belonging to ista. In view of the rising demand for products and services which conserve resources, ista benefits to a certain extent from climate change but does not, however, gain competitive advantages. The management of ista has so far not put a figure on the financial impact of climate change on the company. In 2012, ista made great strides forward on its road to becoming a company with a holistic sustainability approach. In the next few years, the aim is to firmly anchor the CR strategy in the company worldwide and, through a wide range of measures, fill it with life at all branches. ■



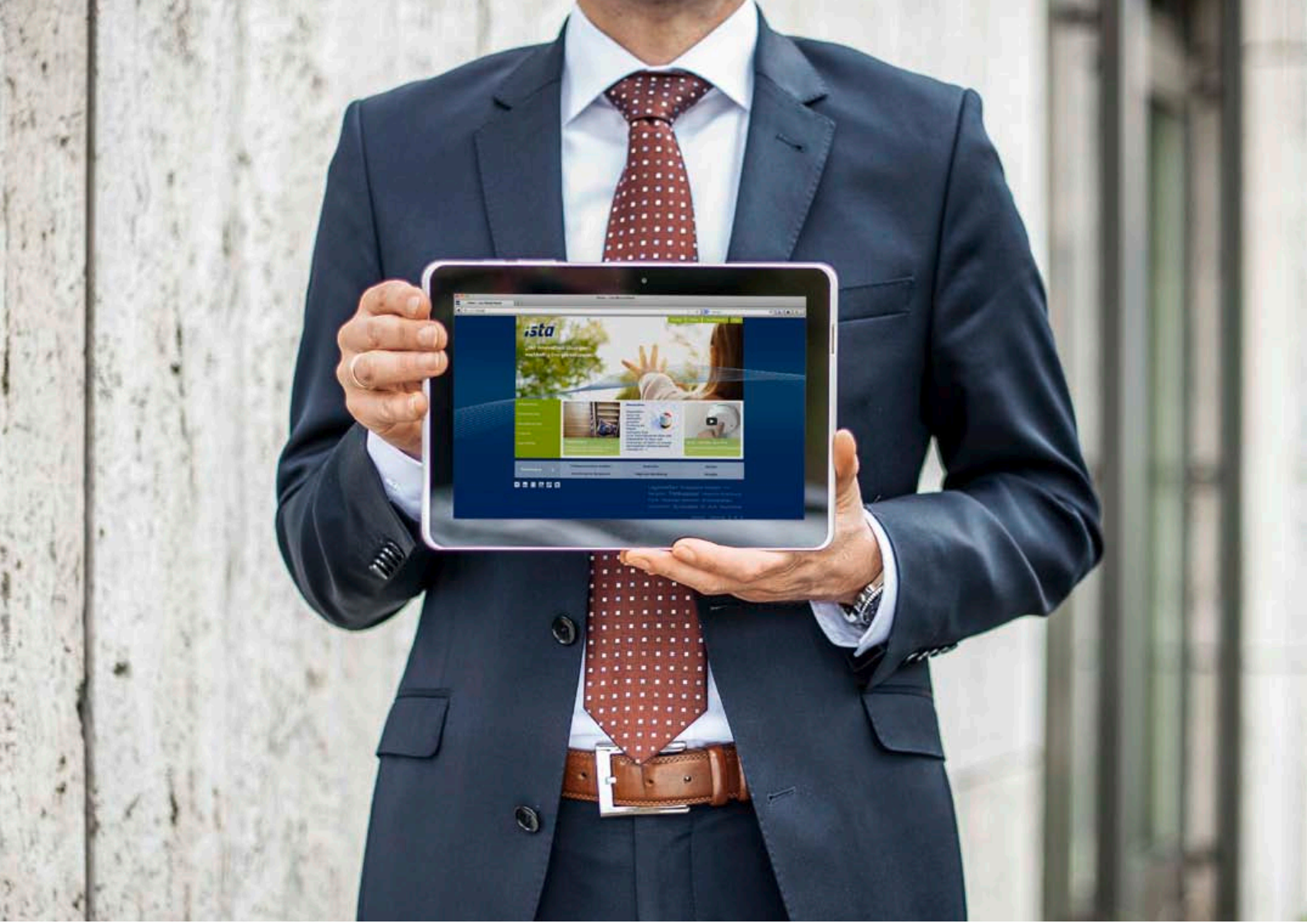
## GLOBAL WARMING

The global demand for energy is increasing every year. This trend is exacerbating global warming and impacting on our climate.



## CREATING AWARENESS

*More energy than necessary is used in many private homes worldwide because people do not know enough about their consumption of heat, water and electricity. The results are increased raw material consumption and emissions which adversely affect our climate. Only people who are informed in detail about their individual consumption can save energy. With its products and services, ista makes consumers aware of their energy consumption behaviour and therefore helps to reduce energy consumption in residential buildings worldwide.*





## THE NEW EU DIRECTIVE OPENS UP COMPLETELY NEW MARKETS FOR US

*With the aid of the new Energy Efficiency Directive (EED), the European Union intends to considerably reduce energy consumption, above all in residential buildings. The requirements are of benefit to climate protection and open up new business potential for ista. Head of Marketing, Antonio Fischetti, explains why transparency helps to save energy.*

### INTERVIEW WITH ANTONIO FISCHETTI

*What effect is the EED having on the development of new fields of business?*

With the EED, the European Union has further paved the way for binding action and specified targets for energy savings. That is very good news not only for climate protection in Europe but also for ista. The Directive requires individual consumption meters to be installed in multi-family houses which are heated by central or district heating. Furthermore, European consumers are to receive a consumption-dependent bill at least once a year. What may seem like old hat for Germans and Danes is by no means standard in many other EU member states. That's where entirely new markets will open up for us. But we are also gaining the opportunity in the core market of Germany to provide information on consumption during the year.

*What does the EU hope to achieve with consumption-dependent billing?*

Only people who know more or less immediately how much energy they are consuming can change their behaviour. Transparency of consumption figures is the fundamental requirement for saving energy. When consumers receive continuous information on their consumption, they become actively involved in measures to protect the climate. The EU hopes to achieve substantial savings as a result. Our experience shows that this hope is justified: in our pilot project in Aachen, the heating energy

savings of the project participants who received information on consumption every month averaged 14 %. With our many years of experience in energy-saving in the building sector, we would like to actively support the implementation of the EED in the individual member states.

*How great is the acceptance of ista products outside the EU?*

In most ista countries, energy-saving, resource conservation and cost reductions are of major importance. Therefore, products that increase energy efficiency are also well received in other regions of the world. Quite a lot is currently happening in China, for example. The government is subsidising the installation of heat meters and heat allocation meters in residential buildings as well as the heat insulation of properties. Spread over some years, we will be installing 200,000 heat allocation meters in China (see page 15).

*What role does sustainability play in product development?*

A major role. Our aim is to minimise the number of components in a product. Moreover, we focus on modularity of our products and make sure, even during the development stage, that most of the materials used can be later recycled. Our products themselves also make an important contribution towards climate protection. We have

calculated the CO<sub>2</sub> footprint of our heat allocation meter, doprimo 3 radio net. The result: thanks to consumption-dependent billing, users change their heating behaviour and save a lot more CO<sub>2</sub> than our devices and the preparation of the bills cause. The heat allocation meter saves 158 times more than the amount of CO<sub>2</sub> it causes itself over an average life cycle of 10 years.

*What do you focus on at customer events and when selecting promotional gifts?*

We are currently preparing an international guideline for promotional gifts. In many national organisations, we already choose the most eco-friendly alternative when buying ballpoint pens, soft toys and other advertising media. In this connection, we pay particular attention to the material quality, packaging, the production process, delivery and durability. We are increasingly focusing on sustainability with regard to the events we organise. We subsequently offset the emissions produced as a result of our major customer events in Germany. For example, for the annual "Housing Industry Talks", we offset roughly 50 tonnes of CO<sub>2</sub> in 2012. The money went to a project that funds energy-saving stoves in Cambodia. CO<sub>2</sub> neutrality is also an important issue when it comes to transport and shipments. For example, ista received the GoGreen certificate from its cooperation partner, DHL, for offsetting 72.46 tonnes of CO<sub>2</sub>. ■

## A CASE FOR THE WATER DETECTIVE

### *United Kingdom (UK)*

When water consumption skyrockets and the costs are on the verge of exploding, Pat Clark is not far away. The water detective searches for leaks on behalf of ista UK. Thanks to Pat Clark's advice, ista customers were able to save more than GBP 3 million last year. The mission of the 59-year-old: to avoid high water costs and conserve resources through detailed analysis. "The best thing about my job is that I can help people to save a lot of money and, at the same time, help to conserve resources," Clark says.

Every Monday, the water engineer closely scrutinises his customers' bills. If one

of them is particularly high or the water consumption differs significantly from the year before, Pat Clark becomes suspicious and arranges an appointment for a water inspection. "It's like searching for clues. I have to collect the evidence which suggests the cause of the problem," says the man who has already been a water detective at ista in the UK for seven years. Clark checks the water meter and measures the current flow rate in order to determine the reason for the unusually high consumption. However, a chat with the property manager can also provide the water detective with important details for his investigations.

The customers in the United Kingdom are mainly businesses. They include, for example, the offices of the Renault Retail Group and the studios where the British TV series for teenagers, "Hollyoaks", is filmed. In the latter case, Clark discovered a leak in a branch pipe which had made the water consumption shoot up. After the pipe had been replaced, the customer got a refund of GBP 35,351. Mission accomplished! ■



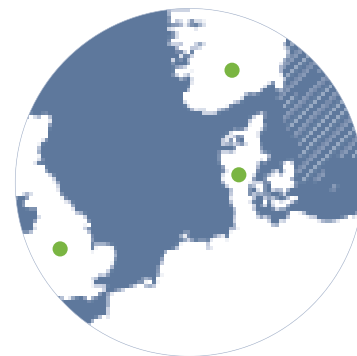
## Energy-saving consumers are rewarded with a smile

### *Denmark*

The ista national organisation in Denmark has developed a smart phone app which provides property managers and tenants with detailed information on their energy consumption and assesses the development over the course of time. A smiley indicates whether the consumption figures for electricity, water or heat have fallen or risen compared with the previous year. The ista app users can therefore react immediately and avoid high energy costs in good

time. ista customers could already call up their personal energy consumption from a web portal – but the app offers even faster and clearer display of the information. "That creates more transparency than ever before," says Benny Mathiesen, Regional Manager North Europe.

"We are finding that more and more customers want to continuously monitor their consumption. The reason for this is increased environmental awareness but also, of course, rising energy prices." The app now provides very detailed information, for example on consumption in individual rooms. With the app, it is now even easier for people to reduce the impact on the environment and on their purses. ■



### **NORTH EUROPE**

*Denmark, Norway, United Kingdom (UK)*

#### **Locations:**

**Denmark:** Ballerup, Odense, Aalborg

**Norway:** Oslo, Tiller

**United Kingdom (UK):** Cambridge

#### **Number of employees:**

**Denmark:** 173

**Norway:** 27

**United Kingdom (UK):** 36

## Eco-friendly heating with ista

### *Hungary*

*The residents of two large apartment buildings in the Hungarian town of Eger are now heating much more efficiently than before. Here, ista Hungary has completely refurbished the heating systems. So the users can save energy and money.*

*ista offers the heating modernisation work from one source, which optimises and speeds up workflows. In 2013, at least two more projects are to be implemented in Budapest. Initial successes can already be seen thanks to this modernisation:*

*the energy savings currently amount to*

25 to  
**40%**



## WORLDWIDE

## Selection of suppliers

*Examination  
of suppliers for:*

- 01 Human rights issues
- 02 Child labour
- 03 Forced labour

ista places high demands on its suppliers. The company's Supplier Code is based on the Global Compact of the United Nations, the OECD principles of responsible corporate governance and the core conventions of the International Labour Organisation (ILO).

The Code forbids the employment of children and people in forced or compulsory labour. Quality Management examines compliance with the Code in regular supplier audits.

Employees have the possibility at all times to report infringements to the ista Internal Audit department.

85% of the major suppliers and service providers have signed the Supplier Code including human rights standards. The suppliers are responsible for monitoring observance of the requirements in their own supply chain and offering optimum support. ista does not have a guideline according to which local suppliers are given preference.

The company organises hardware and material procurement centrally. The engineering and production site is in Au (Germany). The hardware is also tested there.



## CONTROLLED HEATING



### China

Most households in major Chinese cities are supplied centrally with heat by means of district heating in the winter. Apartments which are located on the upper floors of the buildings often get overheated whereas the ones on the lower floors are not warm enough. Individual temperature control is not possible. If people get too warm, they simply open the window. They do not pay according to consumption but per square metre. And where there is no incentive to save, climate protection is a particularly difficult task. However, that may soon change: the Chinese government is demanding the improvement of heat supply

quality and control of heat consumption. In the years to come, it is planning to invest more than EUR 8 billion in promoting energy savings in the residential sector, including improved building insulation and the installation of radiator valves which enable individual temperature control. This project is giving ista China fresh momentum as the roughly 45 million residential units in the so-called District Heating Zones offer tremendous potential for ista's business. ista's ambitious plan: the company aims to install a total of 200,000 heat allocation meters by the end of 2014. The figure was already 50,000 in 2012. ■

## Together consuming less energy

### European Union

The European Union plans to cut energy consumption by 20% by the year 2020. The three-year EU project "Saving Energy in Social Housing" (eSESH) is helping to get one step closer to this goal. Six European countries with a total of 10 pilot projects are taking part and developing

solutions which appreciably reduce both energy consumption and energy costs. The focus is on social housing. ista Germany is participating in the eSESH project together with the Nassauische Heimstätte Wohnstadt Group. For this project, 358 apartments were fitted out with the latest metering technology and energy management systems.

This project is an ideal opportunity for ista to work together with its customers to systematically develop products, such as the energy data management system

(EDM) premium or the heating ECG, under real conditions.

The project mainly concentrates on consumption transparency and optimisation of the heating system so that energy efficiency is increased.

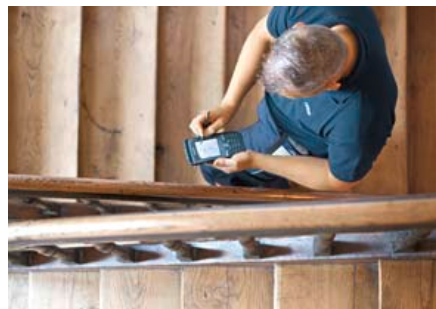
An Internet portal provides the tenants involved with information on their current energy consumption at any time. The direct feedback makes the consumers energy experts and offers them the chance to optimise their behaviour and thus reduce costs. ■

## Reading heating data by radio



### Bulgaria

As in other countries, ista is increasingly introducing radio technology in Bulgaria. This makes the meter-reading process easier and dispenses with the printing of meter-reading receipts. By the end of 2013, the old ista heat allocation meters in some 28,000 residential units will be replaced by modern radio devices. Such a major project is extremely complicated in Bulgaria – about 95% of the apartments are privately owned. “We do not have property managers here,” explains Assja Angelova, Country Manager of ista Bulgaria. The owners’ associations manage



their properties themselves and decide by a two-thirds majority which company they want to work with. “So it is all the more important for us to have a convincing argument for our range of products every time,” Assja Angelova says. With radio-based heat allocation meters, ista offers great meter-reading convenience. The residents no longer have to be in their apartments as a technician can read the meters from the hallway. The consumers can view their annual bill and meter readings on the Internet – that saves paper. ■

## HEATING WITH THE SHOWER



### Netherlands

As resources are becoming increasingly scarce, it is all the more important to develop environmentally friendly alternatives. As a partner in the trailblazing “Waterschoon” project, ista Netherlands is showing how it’s done.

In the community of Sneek in the north of the country, 32 apartments and a care home have been connected to a particularly sustainable sanitary system and more homes are to follow.

In this model project, ista is performing the metering of heat and cooling consumption, billing, the collection of payments and providing customer support. The sanitary system relies on multiple use: a fermenta-

tion plant recovers energy and biogas from wastewater and organic wastes.

Moreover, the system cleans the wastewater, separated according to grey water (household water) and black water (WC). In this way, households can cover roughly 12% of their total energy requirements through the fermentation of black water.

For heating, the system uses water from the washing machine, dishwasher or shower. This water still has a relatively high temperature when it flows into the drain. This heat is recycled directly through the central heating system.

More homes are to be provided with the system in autumn 2013. ■

## The customer is king



### Slovakia

ista’s customers in Slovakia are especially satisfied. That is the result of a recent customer survey based on the concept of the Customer

Retention Index (CRI). ista Slovakia achieved 8.4 points out of a possible 10. Last year, the figure was still 7.3.

As in the year before, ista surveyed the customers of 12 national organisations. 81 people took part in the survey conducted in Slovakia. Meter reading and billing were rated with average scores of more than 9. Those surveyed also rated

- 01 **Water meters:** ista UK detects wasteful consumption
- 02 **The heat’s on:** ista Hungary modernises heating systems
- 03 **Crystal-clear:** Bulgaria focuses on transparency
- 04 **Savings app:** The Danes transmit consumption data to mobile phones
- 05 **New market:** In China, demand is growing for consumption meters
- 06 **Clean:** The suppliers of the device components are inspected
- 07 **Efficient showers:** The Dutch use wastewater to heat
- 08 **Pilot project:** ista advises the EU on energy efficiency
- 09 **Service:** Customers in Slovakia are particularly satisfied

## SOUTH EUROPE

### Belarus, Italy, Russia, Spain

#### Locations:

Belarus: Brest, Minsk, Gomel

Italy: Lainate, Rome

Russia: Moscow

Spain: Madrid, Cordoba, Huelva, Huesca, Jerez, Oviedo, Pamplona, San Sebastián, Seville, Valencia, Valladolid, Saragossa

#### Number of employees:

Belarus: 21

Italy: 49

Russia: 10

Spain: 509

## FRANCE

### France

#### Locations:

France: Bihorel, Buc, Massy, Villeneuve d’Ascq, Oberhausbergen, Dijon, Couëron, Marseilles, Mérignac, Décines-Charpieu, Joué-lès-Tours

#### Number of employees:

France: 651



punctuality and quality very highly. Last year, Slovakia took targeted action to improve its figures. “We regularly visited our customers and asked them where we had to solve problems and how we could optimise our offering,” says Gergely Gulyás, Country Manager.

So the chances are good that ista Slovakia will be equally successful in the next survey.



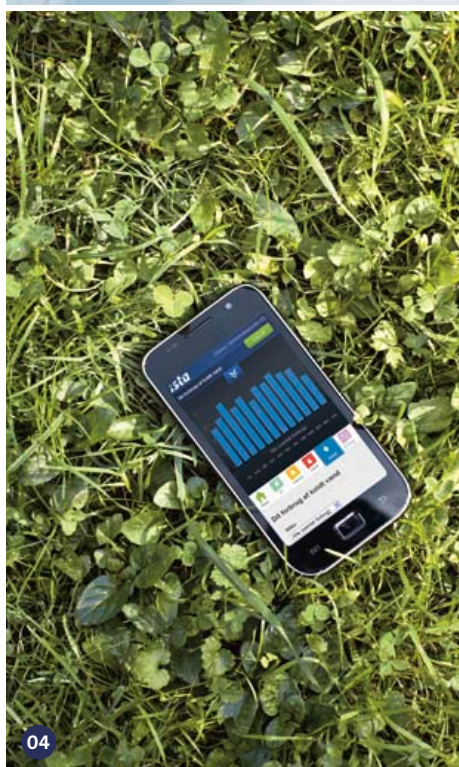
01



02



03



04

## Helping customers and the environment

*Pat Clark:*

“The best thing about my job is that I can help people to save a lot of money and, at the same time, help to conserve resources.”  
The water detective from ista UK searches for leaks which make the water consumption of the customers skyrocket – see page 14.



05



06



07

08



09

## FOCUS ON TRANSPARENCY AND INFORMATION



BY

**GÜNTHER H. OETTINGER**

EU Commissioner for Energy

The challenges in the energy sector are some of the greatest which Europe will have to overcome in the next 10 years. We are aware that our economic competitiveness depends on a reliable energy supply. Secure, reliable and affordable energy is a crucial factor for the economic and strategic interests of the EU as a global player. The EU's increasing dependence on energy imports from non-EU countries is therefore a major concern, especially in the case of oil (85%) and gas (65%), and is also the reason why energy efficiency holds a key position in the EU's energy strategy for 2020.

In order to achieve the necessary increase in energy efficiency, different energy efficiency strategies and support action were combined in various sectors (buildings, domestic appliances, industrial equipment, traffic etc.) throughout Europe. In 2011, the Commission's forecasts already showed that, in spite of the progress made in recent years, only half of our target for 2020 will probably be achieved – that means that expected energy consumption will only be reduced by 9 to 10% instead of 20%. More energy-saving and energy-efficient action was therefore necessary. The new Energy Efficiency Directive, which was passed in October 2012, introduces a whole range of measures which are directed at member states, industry and the general public.

### Member states must set objectives

Firstly, all member states must establish a national energy efficiency indicative target for 2020. In 2014, the Commission will report on whether the targets and measures of the member states put the EU back on course again as regards the 20% objective for energy efficiency, which was expressly laid down for the first time in legislation. In view of the inefficient way in which we have so far used fuels, the attainment of the 20% objective will bring only benefits for European industry and citizens – this objective can therefore be

achieved while, at the same time, increasing economic growth and affluence. Secondly, if this target is to be reached, the member states must take concrete action. Every member state must prepare a long-term strategy for the mobilisation of investments in the modernisation of its buildings and renovate 3% of the buildings owned by the government every year.

The member states must also make sure that a certain amount of energy is saved within the mandatory period 2014-2020, either by energy distribution and retail companies working together with the end customers to achieve a reduction in energy consumption or by alternative mechanisms, such as financing schemes or voluntary agreements.

### Consumers can influence energy efficiency

Thirdly, the Directive is aimed at consumers. Energy efficiency is also an area which consumers can influence directly and from which they can profit in a long-term, sustainable energy system. Our energy policy strategies are therefore directed at consumers with focus on transparency and information. Consumers are to be put in a position where they can optimise their energy consumption and maintain their right to a basic supply of energy at all times (even in the event of supply bottlenecks). Our most important challenge is to make the relevant technologies accessible and affordable for the general public. Consumers will therefore have smart meters which provide exact information on their individual energy consumption and when the energy was consumed. As our conventional sources of energy are becoming increasingly scarce, we should use the current momentum to change over to a resource-efficient society with low CO<sub>2</sub> emissions. Our initiatives to develop new and renewable sources of energy and achieve high energy efficiency serve this goal. ■

## MANAGEMENT APPROACH AND PROGRESS TABLE

Ista's corporate strategy serves the overarching goal of ensuring sustained profitable growth and increasing the value of the company in the long term. Today, ista is already the world leader in the consumption-dependent metering and billing of water, heat and ancillary costs. The company intends to further extend this lead. Using the development of financial and non-financial performance indicators, the management monitors the implementation of the Group's strategy and, where necessary, can intervene directly.

Climate change and limited resources are the key drivers for ista's product and service portfolio. Most solutions are developed and offered with a view to conserving resources and minimising the impact on the climate. ista pursues the goal of further expanding its portfolio of products and services to boost energy efficiency. Against this background, the management also carefully considers the opportunities and risks associated with climate change. In view of the rising demand for products and services which conserve resources, ista benefits from statutory developments, such as the Energy Efficiency Directive of the European Union, as a reaction to climate change but does not, however, gain competitive advantages.

The company values are the basis for the strategic and operational further development of the Group. They serve as a guideline for all employees. The values include the commitment to achiev-

ing stretch goals and being prepared to be measured against them as well as the creating and shaping of an environment in which change is not seen as a threat but as an opportunity. Leading in customer service is also a key company value. ista regularly conducts surveys to establish how satisfied customers are with the company's products and services. The results help ista to optimise its offering. ista complies with ethical standards both in political lobbying and in marketing. ista does not sell any products which are banned in certain markets or the object of critical public debate.

ista's Code of Conduct describes how the company fundamentally expects employees to act with respect to sensitive subjects, such as conflicts of interest or corruption and bribery. ista and its employees act in compliance with the UN Declaration on Human Rights, the UN Convention against Corruption and the International Labour Organisation's (ILO) Declaration of Principles. The latter serves, among other things, to combat child labour, eliminate forced labour and prohibit discrimination. ista's Supplier Code also prohibits the employment of children and people in forced or compulsory labour. Quality Management checks compliance with the guideline in regular supplier audits.

ista's employees are regularly informed about the company's guidelines and policies through internal media. Internal Audit examines their observance. ■

### Progress table

Aims & fields of action	Measures	Status and goals
Global commitment to sustainability through its firm integration into the corporate strategy, operational business and internal processes	Implementation of a Group-wide CR strategy with clear focus on the subject of "environment".	Completed in 2012
	Expansion of strategic partnerships, e.g. B.A.U.M., UPJ, Global Compact and NABU	Continuous
	Invitation of an external speaker to the Sustainability Council	2013
Expansion of systematic CR management	Professionalisation of the survey of the CR key figures and systematic evaluation to obtain appropriate improvement measures	By the end of 2013
Development of innovative products and services to boost energy efficiency	Expansion of the heating ECG (energy savings of up to 30 %) for continuous heating monitoring and EDM premium (average energy savings of 14 %), performance of new studies on CO <sub>2</sub> savings	Continuous



## **RISKS TO THE ENVIRONMENT**

Climate change is altering ecosystems all over the world. The exploitation of resources is also increasingly putting our environment at risk.





## PROTECTING THE CLIMATE

*Whether in the production of equipment, during transport to the customer or at work in the office – ista also consumes energy and resources everywhere. The aim is to minimise this consumption as far as possible in order to protect the climate. Therefore, all branches implement the requirements of the Group-wide environmental management system and do their utmost to reduce the consumption of paper, water, energy and fuel. The environmental consultant advises them on this. Every national organisation looks for solutions which take the local circumstances into account.*



## WE NOW COLLECT MORE DETAILED DATA

*Saving resources and cutting energy consumption in all national organisations – the environmental consultant, Jens Schulzeborgmühl, is responsible at ista for these ecologically and economically sensible issues. He explains which environmental themes are of particular relevance to ista worldwide and what the company is doing to improve its ecological performance.*

### INTERVIEW WITH JENS SCHULZEBORGMÜHL

*What challenges do you face as the environmental consultant in an increasingly international organisation?*

Environmental legislation differs greatly from country to country. In the USA, each federal state even has its own regulations. Naturally, we have to allow for that when we want to market our products. On the other hand, when recording key environmental figures, we have to harmonise the different international units of measurement: miles and kilometres, gigajoules and kilowatt hours. As American sheets of paper have a different size to the DIN-A4 sheets customary in Europe, we now calculate our paper consumption worldwide in kilograms. The reference to “sheets” is insufficient in this case.

*What progress have you made in collecting key environmental figures?*

We were able to record the key figures for 2012 more precisely compared with previous years. As we collected the data at site level and not at country level, we were able to dispense with some of the estimates. And where we had to make estimates, they are now more frequently a country average rather than a global average. What’s more, we have extended the scope of the survey.

Whereas we only recorded the office paper and the printing of bills last year, we have now added notepads, envelopes and marketing material. The fuel consumption of the rented cars and private vehicles used for business trips are also incorporated for the first time. Last year, we only included the consumption of our own vehicle fleet.

*Which key environmental figures are most important for ista?*

The highest consumption is fuel for business trips of technicians and other employees and this is therefore where the greatest savings potential lies. Then comes paper consumption, followed by energy consumption in third place. We have made progress in all three areas.

In the case of fuel, we are continuing with fuel-saving training courses, consumption data reports as well as the gradual replacement of our vehicles with economy models. In some countries, for example, satellite-supported route planning is used. We drive the most kilometres in Germany. Here, consumption of the company fleet fell from 7.0 to 6.8 litres per 100 km compared with the previous year. We thus saved 15,109 litres of diesel and cut CO<sub>2</sub> emissions by 1.58 %.

*How did paper consumption develop last year?*

As we recorded more types of paper this year, overall consumption naturally rose compared with the previous year. We managed to keep the proportion of recycled paper at a constantly good level of around 11 %. As the figure for 2012 also includes brochures and flyers for the first time which were only rarely printed on recycled paper before, we are proud that we were able to continue the positive development of the previous year.

The proportion of recycled copying and printing paper worldwide is some 40 %. The figure in Germany is even just under 85 % and our target is to achieve such a high proportion everywhere.

We asked the national organisations why they had so far not used recycled paper. The three most frequent answers were: in some places, recycled paper is much more expensive than fresh fibre paper or the equipment cannot process recycled paper. And it is not known everywhere that high-quality recycled paper is also available. The next step is to initiate measures to increase the total percentage in all countries. Naturally, we are also trying to reduce overall paper consumption, e.g. through the increased use of electronic billing. ■

# BILLS BY E-MAIL



## Norway

ista Norway no longer sends some of its bills by post but by e-mail as a PDF file. “Initially, we only sent a few customers electronic documents. But demand is now so high that we want to introduce electronic bills as the standard solution,” says Country Manager Espen Karlsholmen.

Customers who prefer conventional post then have to pay a small fee. In 2012, the Norwegian national organisation managed to save almost 2,000 sheets of paper thanks to the e-mail bills. ■

## The consumption optimisers



## Austria

ista Austria is not only counting on its customers to optimise consumption but is also doing so in its own four walls. Last year, the Austrian national organisation made some energy-saving improvements in its head office in Vienna. For example, the entire heating system was replaced and the latest generation of gas-fired condensing appliances installed.

Thanks to ultramodern ista heat and water meters, consumption is recorded continuously and visualised on a web interface. As the system is state of the art, ista Austria will be using it in future for presentations and training courses for customers and employees.

New, multi-glazed, plastic roof windows provide improved insulation on the building’s top storey. ista Austria is therefore expecting a reduction in gas consumption of some 16%. And the Austrians also have ambitious plans for saving electricity. Environmentally friendly LED lights are replacing conventional lighting with the aim of cutting consumption by up to 40% in the years to come. ■



### WEST/EAST EUROPE

*Belgium, Bulgaria, Netherlands, Poland, Romania, Slovakia, Czech Republic, Hungary*

#### Locations:

**Belgium:** Anderlecht, Aartselaar, Thimister

**Bulgaria:** Sofia, Pernik, Pleven, Plovdiv, Varna, Shumen

**Netherlands:** Schiedam

**Poland:** Krakow, Szczecin, Poznań, Wrocław, Gdansk, Bialystok, Warsaw, Lodz, Lublin, Katowice

**Romania:** Bucharest, Oradea, Cluj, Arad, Deva, Timișoara, Târgu Mureș, Iași, Piatra Neamț, Buzău, Bacău, Vaslui, Craiova, Râmnicu Vâlcea, Brașov, Focșani, Galați, Ploiești, Târgoviște, Pitești, Giurgiu, Constanța, Drobeta-Turnu Severin

**Slovakia:** Bratislava

**Czech Republic:** Prague

**Hungary:** Budapest

#### Number of employees:

**Belgium:** 66 **Bulgaria:** 100 **Netherlands:** 102

**Poland:** 104 **Romania:** 74 **Slovakia:** 17

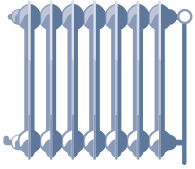
**Czech Republic:** 53 **Hungary:** 12

Reduction in gas consumption

16%

Reduction in electricity consumption

40%



Energy-efficient heating



**Denmark:** ista has installed a new heating system in the country's headquarters – it is intended to cut gas consumption by 19%. The reduction in CO<sub>2</sub> emissions will be more than 26,000 kg per year. The old heating system no longer complied with the latest energy efficiency standards.



Seeing double is better



**Netherlands:** Most of the employees received a second monitor in 2012 so they can now open several documents at the same time – that saves time and naturally paper. The employees were already printing appreciably less after just two days.



20,000 sheets of paper saved



**Belarus:** Sustainability has so far hardly been an issue in this small east European country. Nevertheless, ista Belarus is setting a good example and, in 2012, saved 20,000 sheets of paper at its company headquarters – above all as a result of more sensible copying.

## BETTER EVERY YEAR

### Spain

All ista national organisations make sure that they conserve resources and save energy. Some of them comply with the requirements of the international standard ISO 14001:2004. ista Spain was certified again in 2012. As part of the certification process, the most important environmental issues are determined and objectives for the environmental performance of the company subsequently derived from them. The standard itself does not assess the environmental performance. It merely prescribes a functioning system for continuous improvement which is regularly monitored by external auditors. At ista Spain, attention is paid to sustainability and environmental

protection in every company department. The employees have received information describing where resources can be saved. For example, by not switching on the air conditioning system when the outside temperature is low or not leaving the light on in empty rooms.

“With the ISO certificate, we gain the confidence of major customers who attach just as much importance to sustainability as we do. What's more, we increase our own employees' awareness of the environment,” says Rafael Ruiz, Quality Manager. The major objective of the Spanish is to exceed the minimum requirements. They are well on the way to achieving this. ■



2,200 litres of fuel saved



### Belgium

Walter Maes drove in a particular eco-friendly manner in 2012. The ista Belgium employee is the winner of the second fuel-saving competition of the national organisation. A total of 30 technicians had participated and kept an eye on their fuel consumption more than usual. As they all drive the same model, an Opel Astra Break, the conditions were the same for all participants.

ista has been recording the individual consumption of the technicians since 2011. At the end of the year, the most economical driver wins a small prize. “With the fuel-saving competition, we want to promote our employees' environmental awareness,” says Alexandre Stroobants, Finance and HR Manager.

Roughly 2,200 litres of fuel were saved compared with the previous year. Consumption is analysed constantly. Spikes in the figures are therefore quickly noticed and the cause of the rise in consumption soon found.

However, it is not only a matter of an economical driving style. The technicians drive particularly eco-friendly models with a 1.7 or 1.3-litre diesel engine. In future, the Belgians also want to use more hybrid cars.

In other countries, the drivers of ista company cars are also trying not to consume more fuel than is necessary. Global consumption of fuel was 2,651,716 litres in 2012. The figure was still 2,856,240 litres in the previous year. The target for the current year: even more eco-friendly driving.





**EMERGING MARKETS**  
Brazil, China, Turkey,  
United Arab  
Emirates (UAE)

**Standorte:**  
Brazil: São Paulo, Rio de Janeiro  
China: Beijing  
Turkey: Istanbul, Ankara  
United Arab Emirates (UAE): Dubai

**Number of employees:**  
Brazil: 23  
China: 46  
Turkey: 26  
United Arab Emirates (UAE): 16

**Fewer printers,  
less paper**



*Luxembourg*

The employees of ista Luxembourg have moved into a new office building and come closer together. They previously had offices on two storeys, now they are all on one. That is good for cooperation and the working atmosphere.

The number of printers was also reduced as a result of the move. Overall, there is now less printing thanks to the improved work organisation. What's more, they have changed over to eFax, which also saves paper.

- 01 **New heating:** The Austrians consume less gas
- 02 **Turned off:** The Spanish only use the air conditioning on hot days
- 03 **Business trips:** The Belgians drive in a fuel-efficient manner
- 04 **At home:** In the USA, home-office days count as "clean trips"
- 05 **New perspective:** ista Turkey focuses on recycling
- 06 **For clean air:** The Brazilian company cars run on ethanol
- 07 **Directly to mobiles:** The Norwegians send bills by e-mail
- 08 **Less wood:** ista Belarus saves paper
- 09 **On one floor:** ista Luxembourg comes closer together

**Sugar cane in  
the tank**



*Brazil*

ista Brazil is probably the national organisation with the most eco-friendly fleet of company cars. The technicians and managers are on the road with nine so-called flex-fuel vehicles. The cars can be filled up both with ethanol and petrol or a mixture of both fuels. Since mid-2012, preference has been given to ethanol.

In contrast to petrol, this biofuel is recovered from renewable raw materials. The Brazilians use sugar cane. Compared with conventional petrol, the fuel from this raw material can cut greenhouse gas emissions by some 90%.

(Source: <http://sugarcane.org/sugarcane-benefits/greenhouse-gas-reductions>)

**On a clean  
trip**



*USA*

In 2012, 17 ista USA employees took part in the "Clean Air Campaign", showing that environmental protection can be as simple as getting to work. After all, anyone who works from home, car pools or bikes to work is helping the climate.

The participants' eco-friendly trips were logged into the project website every day and their home office days were logged as "clean trips". The results are impressive: the ista employees avoided 1.41 tonnes of harmful emissions and saved USD 1,400 in fuel and maintenance costs.

**BAGS WITH A MESSAGE**



*Turkey*

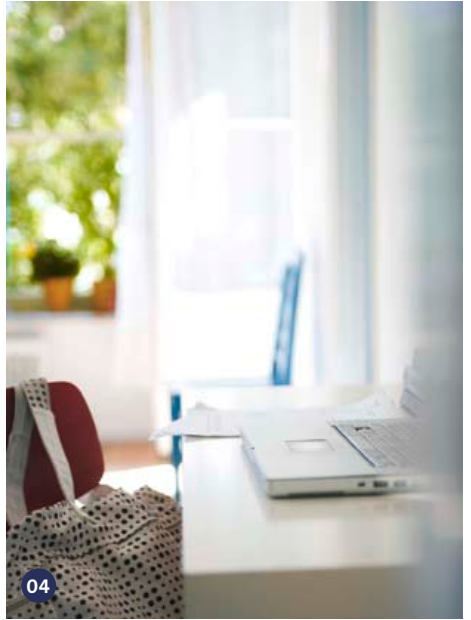
For Yılbaşı, the Turkish New Year's Day, ista Turkey presented its customers with small gifts and packed them in paper bags made of recycled material. The bags contained notepads and pens, for example.



However, the message was in the packing: "We wanted to show our customers

with the recycled bags that we look after the environment and set a good example," the General Manager Zafer Yavuztürk says. This was very important because recycling hasn't really caught on yet in Turkey. However, ista Turkey is tackling the subject on a much broader front.

The national organisation has ISO 14001 certification. Under this system, the employees are required to keep their consumption of resources as low as possible. The focus here is on water, petrol and electricity.



## On the way to paperless mail

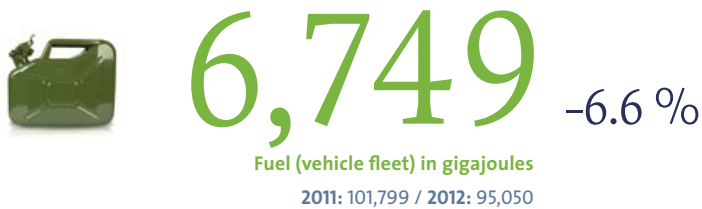
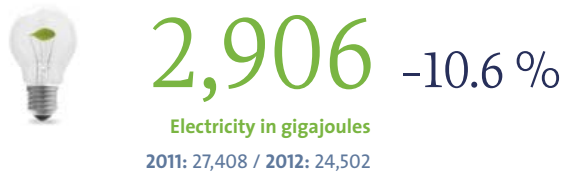
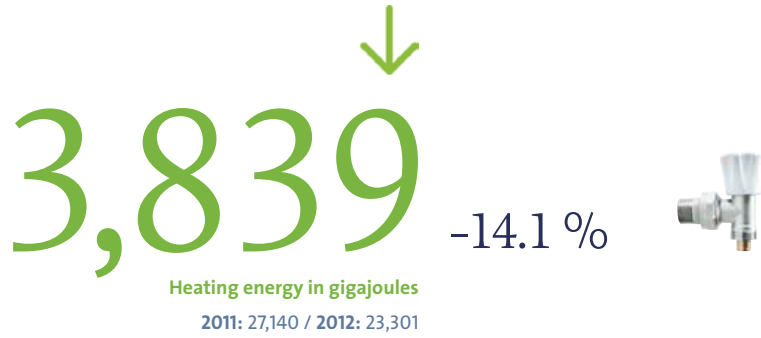
*Espen Karlsholmen:*

“Initially, we only sent a few customers electronic documents. But demand is now so high that we want to introduce electronic bills as the standard solution.” More about ista Norway’s electronic mail on page 24.



WORLDWIDE

ista's most important consumption figures –  
Development and trends in a year-on-year comparison



\*produced by heating energy, electricity, vehicle fleet, air travel and public transport



The consumption data for 2012 include figures of locations with rents billed as a lump sum which, just as in the 2011 report, have been uniformly extrapolated to the individual types of consumption electricity, water and heating.

Detailed information on these consumption figures is contained in the tables starting on page 40.



## MANAGEMENT APPROACH AND PROGRESS TABLE

One component of the ista corporate strategy is to take ecological requirements into account. The core objective of ista's Group-wide environmental management system is to reduce the consumption of energy and resources as well as CO<sub>2</sub> emissions at all ista locations. In this context, focus is placed on cutting the consumption of heating energy, electricity, water, paper, fuel and production materials. ista is also aiming to produce as little waste as possible. The environmental management system is to be continuously expanded.

### Sustainability delegates at all locations

Responsibility for the environmental management system lies with the Sustainability Council, which reports direct to the ista management. The Council is the contact for all sustainability ques-

tions and supports the operational units in implementing suitable measures. The environmental consultant is the Council member responsible for ecological issues.

Sustainability delegates are appointed at all locations to support the Council in the implementation of the sustainability strategy in the countries. Using key environmental data, the environmental consultant and the Sustainability Council monitor progress in this field.

All employees are bound by the ista Environmental Guidelines. In addition to compliance with statutory requirements, these Guidelines prescribe the responsible use of energy and resources. The employees are informed about ways to use energy and resources efficiently at information events, through internal media and training courses such as fuel-saving training programmes. ■

### Progress table

Aims & fields of action	Measures	Status & goals
Reduction in the consumption of resources	Introduction of energy-efficient light bulbs in Denmark, use of LED lights in Austria to reduce the consumption of electricity by up to 40%	Continuous
	Replacement of old heat allocation meters with modern radio devices at several international locations	Continuous
	Organisation of local fuel-saving training courses and competitions as well as greater use of hybrid vehicles in Belgium	Continuous
	Partial changeover of the bills to electronic bills at ista Norway as well as other national organisations	From 2012
Reduction in CO <sub>2</sub> emissions	Drafting of a company-wide CO <sub>2</sub> Compensation Guideline	Implementation by the end of 2013
	Replacement of the existing German company car fleet with more fuel-efficient reference models	Continuous
	Using ethanol in the Brazilian company car fleet, reduction in greenhouse gas emissions by some 90%	From mid-2012



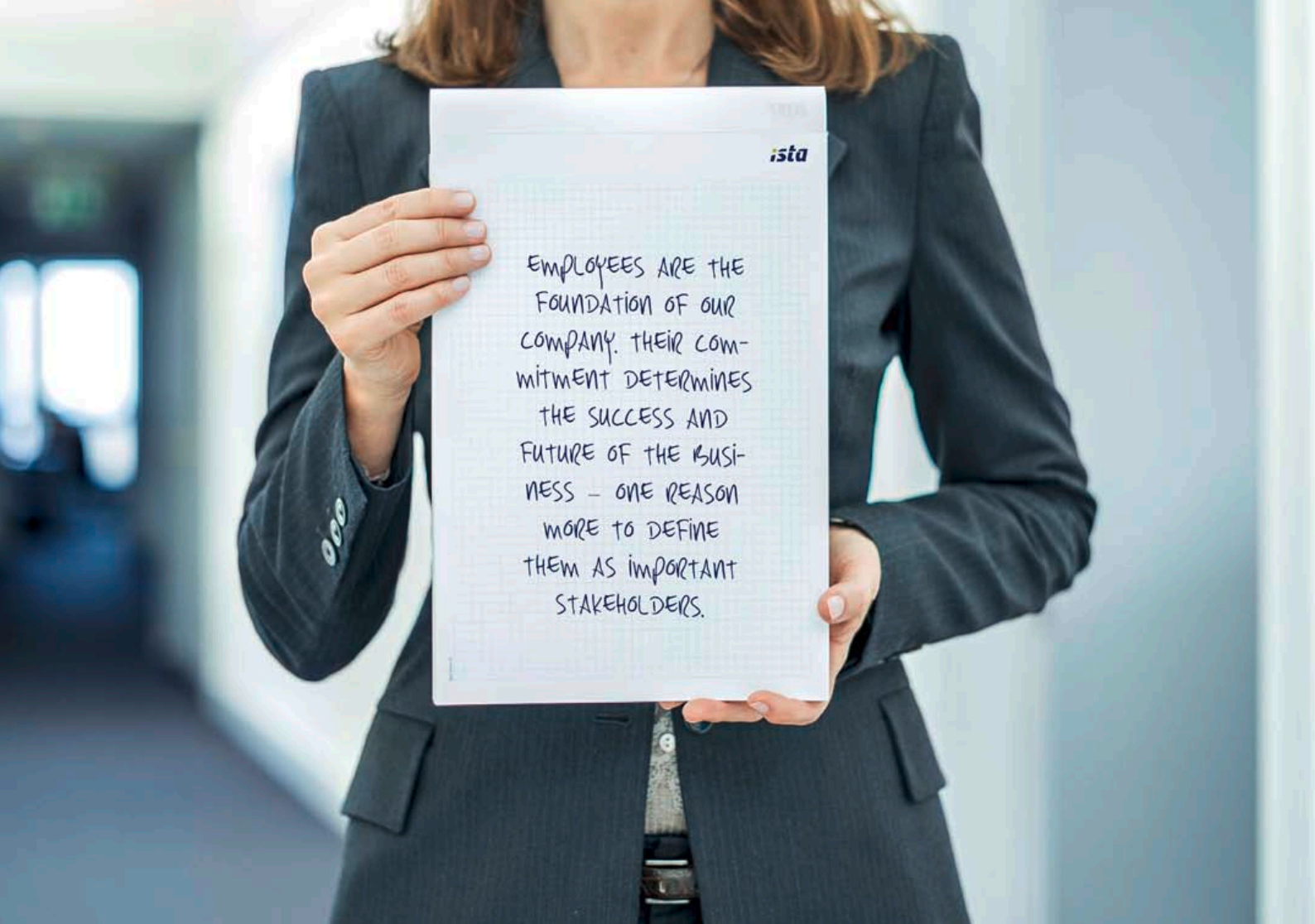
## SHORTAGE OF SKILLED YOUNG PEOPLE

In 2050, there will be more people over 60 worldwide than children and young people under 15. A challenge for companies even today: the shortage of skilled workers in many countries.



## PROMOTING DIVERSITY

*The more diverse employees in an international company are, the more diverse the ideas are which they contribute to the success of the company. ista offers men and women equal career opportunities, taps the potential of both young and older employees and employs people from more than 50 countries. ista is therefore also meeting the challenges which the very different demographic developments in different regions will create for companies.*



ista

EMPLOYEES ARE THE  
FOUNDATION OF OUR  
COMPANY. THEIR COM-  
MITMENT DETERMINES  
THE SUCCESS AND  
FUTURE OF THE BUSI-  
NESS - ONE REASON  
MORE TO DEFINE  
THEM AS IMPORTANT  
STAKEHOLDERS.



## AT OUR COMPANY EMPLOYEES CAN DEVELOP FURTHER

*The demographic change is challenging international companies like ista: in order to find enough qualified young people in the future, companies will have to get applicants excited about the company itself. A systematic vocational and further training programme, flexible working time models as well as a comprehensive health promotion system make ista an attractive employer for men and women as well as for younger and older workers. Head of HR, Jana Eggerding, explains what ista pays special attention to in this context.*

### INTERVIEW WITH JANA EGGERDING

#### *How does ista attract qualified employees?*

We offer our employees many possibilities to develop further, both personally and professionally, thus increasing our attractiveness as an employer. We have international promotion and development programmes such as “JUMP”, our programme to advance international up-and-coming young managers. The national organisations also offer various further training schemes tailored to local needs. On average, every employee spent 3.3 days, i.e. 26 hours, attending further training courses in 2012. We also offer apprenticeships to avoid a shortage of skilled workers: in 2012, we took on 142 apprentices in Germany, which is 10.1 % of the workforce.

#### *What are you doing to advance women?*

Almost half of our employees are women, which is not necessarily normal in an IT-dominated company with many technical employees. It is particularly important to us for men and women to have equal job opportunities and receive the same pay. Our employees can organise their working hours flexibly almost everywhere; some work partly from home, others work part-time. That mainly benefits working mothers but, of course, we also have fathers who

make use of these offers to reconcile work and family life better.

#### *How do you ensure that your employees are healthy and well-balanced?*

All in all, our sickness rate has steadily fallen in recent years. On average, every employee was absent on 7.8 days in 2011 whereas the figure was only 7.5 days in 2012. The sickness rate therefore dropped from 3.5 to 3.3 %. In numerous countries, that is certainly attributable to the wide spectrum of health promotion measures, ranging from vaccinations, advice on nutrition and sports offerings to stress management training and health-oriented leadership. Our aim is to promote the health of our employees and offer them a supporting environment, which ultimately also has a positive impact on the development of the sickness rate.

#### *How can your employees provide feedback and ideas?*

Our employees' opinions are very important to us. For example, the management regularly invites employees to a “Get-together” and everyone is free to say what concerns them. Staff appraisal and target agreement interviews are held once a year. The managers not only give their staff feedback

on their individual performance and career development but also place great emphasis on feedback from the employees. In 2012, 80 % of all employees had target agreement talks and staff appraisal interviews were held with 81 %. What's more, we question the employees every year in our global employee opinion survey about their engagement and commitment to the company and implement improvement measures on the basis of the findings.

#### *Do the employees reward these efforts with particular loyalty?*

If you look at the average number of years of service, it is 8.6 years in our company. The actual staff turnover rate initially appears to be high at 19.4 % but this figure also includes employees going into retirement and expiring contracts. The staff turnover rate is naturally high in the countries which, for example, employ workers on a fixed-term contract for the meter-reading periods. The proportion of employees terminating their contracts is only 5.4 %. We are pleased that our employees stay so long with us. But we consider it important to have a healthy mixture of employees who have served the company loyally for a long time and new recruits. ■

## EXPERIMENT SUCCESSFUL – EMPLOYEES TEACH

*Germany*



How does our body react to heat and cold? How much water does someone in Germany use every day? Primary school pupils in Essen investigated these and similar questions. In autumn 2012, employees from ista Germany organised several lessons on the subjects of water and heat at two schools in social hotspots. “We wanted to get the children interested in environmental protection because the subject is not generally discussed in their families,” says Anette Kreitel-Suciu, Head of Human Resources and initiator of the project. “With some simple tips, the pupils learned how they can save water and energy. They then

passed on this knowledge to their parents.” ista deals with these environmental topics on a daily basis but it is by no means easy to prepare them in a child-appropriate form. So 20 employees had special training to become environment ambassadors before visiting the schools. After all, you also need teaching skills to present basic physics to children in the 4th grade. And, of course, lots of visual aids are also required. The pupils experimented in small groups, testing, for example, which materials conduct heat particularly well and learning how a mini wastewater treatment plant can be built.

“The children became real environmental detectives. And they were not the only ones who learned lots of new things – so did I,” says Sandra Nobbe from Human Resources. She and the schoolchildren learned, for example, that someone in Germany uses an average of 132 litres of water a day. By contrast, a person in Senegal has to manage with just 10 litres. The young environment detectives from Essen are now more careful about using water and heat. ista would now like to expand its involvement at schools in Essen. ■

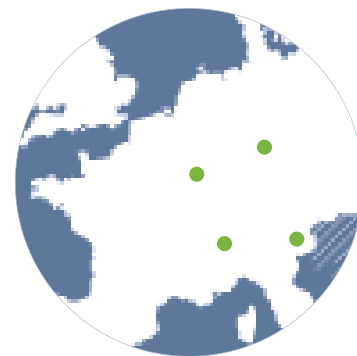
## Colourful walls and beaming smiles

*Poland*

Freshly painted walls, new furniture and a lot of treats – the end of 2012 was a particularly happy time for the children of the orphanage in Bielsko-Biala. Just before Christmas, 88 employees from ista Poland came to visit. They renovated the rooms, assembled new furniture, played and laughed with the children, the youngest of whom was 5 and the oldest 16. “The

children chose the colours for the walls themselves and were absolutely delighted with them,” says Tomasz Bazga, Country Manager of ista Poland. The highlight of the time they spent together was when the Christmas presents were handed out.

An ista employee dressed up as Santa Claus and gave the children sweets. “With our campaign, we want to show the children that we care about them,” Bazga says. That is why the ista employees in Poland will continue to look after the orphanage in Bielsko-Biala – in 2013 for the third time in succession. ■



### CENTRAL EUROPE

*Germany, Luxembourg,  
Austria, Switzerland*

#### Locations:

**Germany:** Essen, Bonn, Dortmund, Münster, Frankfurt am Main, Nuremberg, Munich, Duisburg, Hamburg, Hanover, Rostock, Berlin, Potsdam, Dresden, Mannheim, Leipzig (2x), Kassel, Karlsruhe, Stuttgart, Bremen, Würzburg, Gladbeck, Au in der Hallertau, Bielefeld, Erfurt

**Luxembourg:** Howald

**Austria:** Vienna, Dornbirn, Innsbruck, Grödig, Linz, Klagenfurt, Feldkirchen near Graz

**Switzerland:** Zofingen

#### Number of employees:

**Germany:** 1,269    **Luxembourg:** 21  
**Austria:** 105    **Switzerland:** 29



## In case of an accident

*Italy*

*Every year, the ista employees in Italy attend seminars which can save lives. For example, some of the employees went on a first-aid training course in 2012. At the end of the course, the participants simulated accident scenarios and practised on a life-size doll the life-saving methods they had learned.*

*Other employees attended a course on fire prevention regulations or underwent general safety training. At the end of the seminar, the participants were given a CD-ROM containing the expertise and techniques they had learned for coping with an emergency.*





## CLEAN DRINKING WATER



### France

Clean water does not come straight from the water tap everywhere. The supply of drinking water is a major problem, above all in Africa. For example, some 65% of the rural population in Senegal does not have any access to clean water and hygienic sanitary facilities. The people often

have to walk many kilometres to reach the next well. To alleviate the water shortage in the Senegalese village of Djagoumel, ista France financed the construction of a well with an electric pump last year. The local priest supported ista France with the organisation of the project. ■

*Clean water does not come straight from the water tap everywhere. Only about*

# 35%

*of the rural population in Senegal has access to clean water and hygienic sanitary facilities.*



## The managers of the future



### Romania

15 master degree students gained an insight into the organisational structures and internal workflows at ista Romania. They were allowed to attend some regular meetings of the ista top management during the five months. The aspiring managers are studying management at the Polytechnic University of Bucharest. The cooperation between the University and ista ran under the motto

**‘Better practice for future managers – better managers for the future’**

and was co-financed with EU funds. The declared aim of the initiative was to introduce next-generation managers to the world of work while they were still studying for their masters. “We were very impressed by the great commitment of the participants,” says Marian Sisu, Country Manager of ista Romania. “We hope that we were able to help the development of these young people’s careers.”



## Training for tomorrow’s bosses



### United Arab Emirates (UAE)

ista attaches particular importance to promoting qualified and committed employees. The company therefore offers a comprehensive vocational and further training programme. One important module: “International LEADership Training” for middle management. Chona de los Reyes, finance manager in the United Arab Emirates, took part in it last year. “I learned how important it is to set priorities,” the 31-year-old says. The other 11 participants

came from other ista countries such as Turkey, China and Italy.

In three-day workshops the participants learned a lot about understanding the role of a leader, the attainment of management objectives and communication in crisis situations. “LEAD helped me to develop my interpersonal skills. You are more successful if you know how to motivate your team,” says Chona de los Reyes, who has been working for ista in Dubai for more than three years.

Since 2009, LEAD has been held once or twice a year so that as many managers as possible can benefit from this experience. ■

## ista DURING THE DAY, UNIVERSITY IN THE EVENING



### Russia

Attentively absorbing knowledge in lectures after work, preparing papers late into the night and learning for exams at weekends: over the last three years, that was daily routine for Irina Voronina. She works at ista Russia as the Country Manager's assistant, coordinates the radio system of ista devices and handles customs clearance. Alongside her job she was studying engineering. She went to the university four times a week – three times in the evening and once at

the weekend. The 27-year-old obtained her degree in 2012 with distinction. "I had to learn a great deal but it was worthwhile. I frequently discussed the course content with my boss, Sergey Semenikhin, and was often allowed to leave early to get to the university on time," recalls Ms Voronina, who also completed a linguistic apprenticeship before studying. Even though it was a challenging time, she continues, she would do exactly the same again. ■

- 01 **Sharing knowledge:** ista Romania gives students from the Polytechnic University of Bucharest an insight into the world of work
- 02 **Measuring their pulse:** In Bulgaria, the workforce is examined every two years
- 03 **Fresh coat of paint:** Polish employees redecorate orphanage
- 04 **Trailblazing:** The Danes walk to work for a bet
- 05 **Breathe in deeply:** ista Switzerland offers stress management seminars
- 06 **Work and university:** ista Russia supports evening studies
- 07 **Donation for water:** The French funded a well in Senegal
- 08 **Cycling to work:** The employees of ista UK can buy bicycles at a reduced price
- 09 **School subject – environment:** ista Germany teaches pupils how to save energy

## Check-ups



### Bulgaria

Doctors examine ista Bulgaria's employees every two years. In 2012, their eyes and hearts were checked and their blood pressure measured. In addition, experts examined the noise and light levels in the office. The findings: everything in good working order!

## Every step counts



### Denmark

30 employees took part in the nationwide "Count your steps" campaign. They walked to work for three whole weeks, thus getting their daily ration of sport. And the competitive spirit was not forgotten, either: the steps were counted with a step counter. The winning team walked a total of 1,184,155 steps – that makes

# 11,278

steps per person every day.

## The Gliwice 24-hour race



### Poland

The ista subsidiary, iSS Poland, has been organising a marathon cycling race once a year since 2009. Starting from Gliwice,



the cyclists push themselves to the limit: they cover roughly 700 km in 24 hours. In 2012, more than 30 cyclists got onto their racing bikes and showed what long distances you can cover just with muscle power. Employees from iSS Poland worked as volunteers to help the event run smoothly and provided the participants with food and drink.

In addition, the company also sponsored the event, called "Kalorze 24". "It's great to see how cycling races have increased in popularity over the years," says Joanna Lisciok, a billing clerk. "We are showing what the bike can really do: it is an environmentally friendly means of transport and an item of sports equipment all in one." ■

## Combating stress



### Switzerland

*There are times when, on top of everyday work, projects pile up and everything just gets too much. This causes stress. The demands we place on ourselves do the rest.*

*After all, people who want to do a good job frequently put themselves under pressure. ista Switzerland offers stress management seminars to prevent stress-related illnesses such as burnout syndrome occurring. In 2012, small groups of about 10 participants learned to identify symptoms at an early stage and*

*counteract them. In view of the positive feedback from the participants, the seminars and coaching are also to be offered again in 2013.* ■



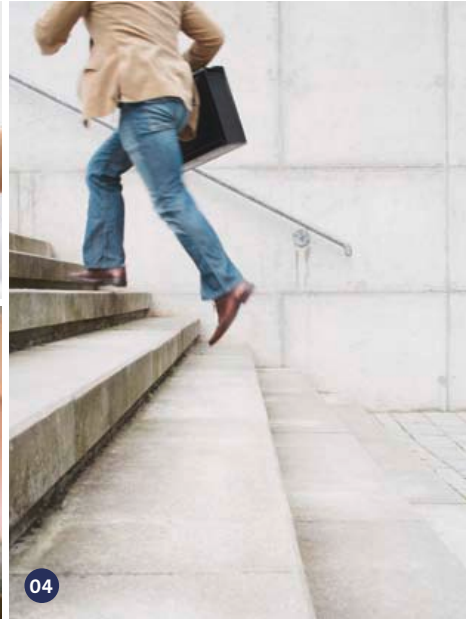




01



02



04



03



05

## Developing employees both personally and professionally

*Chona de los Reyes:*

“LEAD helped me to develop my interpersonal skills. You are more successful if you know how to motivate your team.” The finance manager of ista in the United Arab Emirates has completed the LEAD further training programme – see page 35.



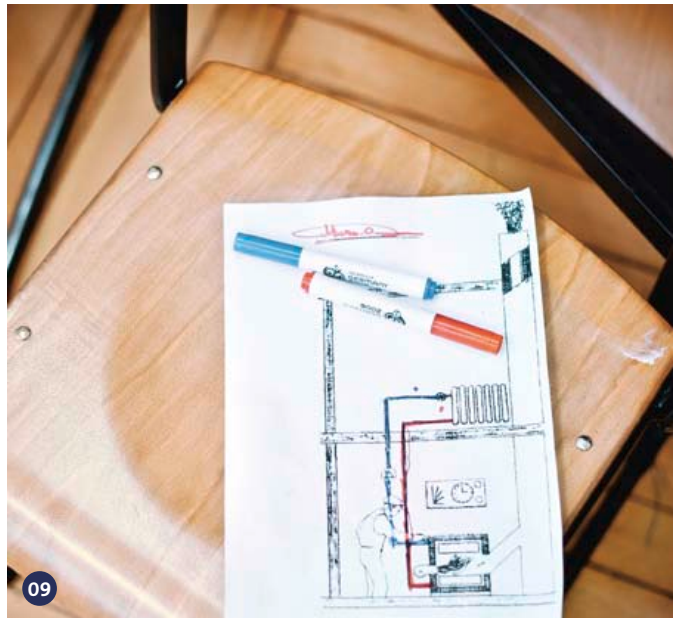
06



07



08



09

## “IT WAS WORTH EVERY MINUTE”



### United Kingdom (UK)

Arek Marut works at ista UK as Head of Operations. In 2011/12, he took part in the JUMP further training programme. This programme promotes the development of international managers at ista. Arek Marut

reports here on his experience: “Thanks to my participation in the JUMP further training programme, I was able to extend my leadership skills and broaden my knowledge of ista. The other six participants came from Germany, Poland and America.

So I was not only able to enlarge my network but also learn more about the workflows at ista outside the UK. First of all, I had the opportunity to attend a development centre, which pinpointed my strengths and weaknesses. After that, I took part in training sessions every three to four months which were exactly tailored to suit my needs.

I learned a huge amount, for example about finance and leadership strategies, but also that work-life balance is important to have a successful career. I invested a lot of time in the programme – but it was worth every minute.”



## For a good working atmosphere



### Czech Republic

In 2012, ista Czech Republic achieved particularly good results in the regular employee opinion survey “People Survey ista (PSI)”. 88% of the employees surveyed stated that they were proud of their work. 85% regarded ista as an attractive employer. ista Czech Republic did a lot to ensure a relaxed working atmosphere last year. Staff cohesion was strengthened by pursuing joint activities. For example, the staff went on a cycling tour together or met up for wine-tasting.

What’s also new is that some employees are allowed to work partly or entirely from home. The home office above all offers parents the opportunity to reconcile work and family life more easily.

ista is an attractive employer

85%

Proud of their work

88%



### NORTH AMERICA USA

Locations:  
USA: Alpharetta, Houston

Number of employees:  
USA: 186



### Double savings

**United Kingdom (UK):** Under the state-sponsored Cyclescheme programme, the employees of ista UK are saving up to 50% of the price when they buy a bicycle. The aim is to motivate employees to keep fit. And anyone who cycles to work on just two days in the week also reduces his CO<sub>2</sub> emissions by 114 kg a year, based on a distance of eight miles to work.



Work stops at 15:00 hr due to the heat



**Spain:** ista reacts flexibly to the summer heat in Spain. The employees work a bit longer on the other days of the year so they can already leave the office at 15:00 hr in the summer.

## MANAGEMENT APPROACH AND PROGRESS TABLE

**M**otivated and well-trained employees are crucial for both the economic success of the company and the implementation of the corporate strategy. Therefore, ista takes its responsibility to its employees very seriously and supports and develops them in many ways. Their aspirations and optimisation potential within the company are determined in surveys and regular staff appraisal interviews.

In order to meet the challenges of the demographic change, ista develops the potential of young and older employees alike. One important principle is also that men and women at all locations have equal career opportunities. Flexible working time models such as flexitime or the possibility of working from home help, for example, mothers and fathers to better reconcile work and family.

A health management system promotes the employees' fitness and health, for example with sports offerings and screening programmes. These offerings are being continually adapted and

extended. ista provides regular internal and external seminars to improve its employees' professional, methodological and personal skills. The employees are also given support in organising worker representation bodies and representing their interests in collective bargaining negotiations.

In addition, the company promotes the voluntary societal engagement of its employees in environmental protection and environmental education projects. Here, the employees gain new experience and meet their colleagues in a different context to the working environment. At the same time, they help to make the individual ista locations an even more integral part of their neighbourhood.

In early 2013, ista's two sponsoring programmes, "energy matters" and "ista gets involved", will be merged into one new international corporate volunteering programme. ista will continue to finance the projects and give the employees time off work to conduct campaigns together. ■

### Progress table

Aims & fields of action	Measures	Status & goals
Measurement of employee satisfaction and implementation of the results	Performance of the employee opinion survey "People Survey ista" (PSI)	Regularly, next survey: 1st quarter of 2014
Further development of health management in Germany to reduce the sickness rate	Extensive employee programme for active stress management and health care through sports, massage and seminar offerings	Continuous
	Successful introduction of the "Healthy Leadership" management training course as well as local health checks with managers and works council members	2012
	Offer of an EAP (Employee Assistance Programme) for external employee counselling	From 2013
Continuation of the international further training programme "JUMP" for high potentials	Successful completion of the first programme in 2012; start of the 2013 programme with 12 international participants	Early 2013
Greater emphasis on the international LEADership training course	Holding of the LEADership training course for middle management	Regularly every 6 months
Promotion of corporate volunteering and expansion of Corporate Citizenship engagement	Merging of the programmes "ista gets involved" and "energy matters" into a new international corporate volunteering programme	Early 2013
	Focusing of contents on the subject of environment and greater involvement of employees through the introduction of Corporate Volunteering Days	Early 2013
Development of a new international employer branding strategy to enhance employee recruitment and staff retention	New international career website, new job vacancy advertisements	From 2013
	Participation in HR awards	Regularly in Germany and at iSS/International expansion planned

## KEY FIGURES

*In this section, ista presents the quantitative results which the company recorded in the 2012 reporting period. For this purpose, the relevant key figures are listed based on the definitions of the Global Reporting Initiative (GRI). Compared with the previous year, significant progress has been made with the performance indicators “Environment” (EN) and “Labour practices and decent work” (LA). This results from ista’s corporate engagement, its sustainable strategy and its effective management approach.*

23,301

2012  
Heating energy (total)  
in gigajoules

27,140

2011  
Heating energy (total)  
in gigajoules

\* These key figures were subject to a limited assurance engagement by KPMG AG Wirtschaftsprüfungsgesellschaft.

\*\* The previous year’s figures have been restated in the light of new information.

## EN1 – Materials used by weight or volume

## EN2 – Percentage of materials used that are recycled input materials

Paper consumption	2011**	2011	2011	2012*	2012
in kilograms***	in sheets (total)**	in kilograms (total)	%	in kilograms (total)	%
<b>Total****</b>	<b>63,662,456</b>	<b>317,650</b>	-	<b>541,472</b>	-
Office consumption	20,957,870	104,571	-	121,632	-
– of which recycled paper	6,870,770	34,282	32.8	48,149	39.6
Production paper	42,704,586	213,079	-	317,740	-
– of which recycled paper	66,389	331	0.1	2,248	0.7
<b>Share of recycled paper: office consumption &amp; production paper</b>	<b>6,937,159</b>	<b>34,614</b>	<b>10.9</b>	<b>50,397</b>	<b>11.5</b>
Notepads	-	-	-	3,699	-
– of which recycled paper	-	-	-	226	6.1
Envelopes	-	-	-	46,930	-
– of which recycled paper	-	-	-	682	1.5
Marketing materials	-	-	-	51,472	-
– of which recycled paper	-	-	-	7,152	13.9
<b>Total share of recycled paper</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>58,457</b>	<b>10.8</b>

\*\*\*The data for 2011 have been standardised to A4 sheets with a weight of 80 g/m<sup>2</sup>.  
\*\*\*\* Refers to the types of paper listed here.

## EN3 – Direct energy consumption by primary energy source

## EN4 – Indirect energy consumption by primary energy source

Energy consumption	2011**	2011	2012*	2012
	in kWh	in GJ	in kWh	in GJ
Electricity consumption	7,613,375	27,408	6,805,991	24,502
<b>Heating energy (total)</b>	<b>7,139,074</b>	<b>27,140</b>	<b>6,137,440</b>	<b>23,301</b>
– of which heating energy I (gas)	4,870,287	18,999	4,089,303	15,952
– of which heating energy II (oil)	120,480	407	111,208	375
– of which heating energy III (district heating)	2,148,307	7,734	1,936,930	6,973

Energy consumption	2011	2011	2011	2012*	2012	2012
	in litres	in GJ	in %	in litres	in GJ	in %
<b>Fuel for vehicle fleet</b>	<b>2,856,240</b>	<b>101,799</b>	-	<b>2,651,716</b>	<b>95,050</b>	-
– of which diesel	2,465,973	88,686	86.3	2,518,104	90,561	95.0
– of which petrol	390,266	13,113	13.7	133,612	4,489	5.0
– of which LPG	0	0	0	0	0	0.0
<b>Fuel for rented vehicles</b>	-	-	-	<b>76,323</b>	<b>2,723</b>	-
– of which diesel	-	-	-	67,088	2,413	87.9
– of which petrol	-	-	-	9,235	310	12.1
– of which LPG	-	-	-	0	0	0.0
<b>Fuel for private vehicles</b>	-	-	-	<b>102,429</b>	<b>3,579</b>	-
– of which diesel	-	-	-	72,725	2,615	71.0
– of which petrol	-	-	-	28,680	964	28.0
– of which LPG	-	-	-	1,024	27	1.0

In Germany, ista has locations where it owns buildings in which heating energy (gas) totalling 757,970 kWh (2,957 GJ) was consumed and 184,187 kg of CO<sub>2</sub>e incl. the upstream chain emitted in 2012.

## EN8 – Total water withdrawal by source

	2011	2011	2012	2012
	in litres	in cubic metres	in litres	in cubic metres
Quantity of water withdrawn***	34,282,965	34,283	31,337,548*	31,338
– of which well water (estimated)	144,431	144	150,466	150

\*\*\* ista obtains all its water from the public drinking water supply. Turkey is an exception: here, ista largely used well water in 2012. The consumption figures for this are based on an estimated extrapolation.

## EN16 – Total direct and indirect greenhouse gas emissions by weight EN17 – Other relevant indirect greenhouse gas emissions by weight

Direct, indirect and other greenhouse gas emissions***	2011	2012*
in tonnes of CO <sub>2</sub> equivalent		
... due to consumption of gas, heating oil, district heat and cold	1,894**	1,635
... due to electricity consumption	3,865**	3,354
... due to the fleet of company vehicles	8,655	8,082
... due to rented vehicles****	48	232
... due to private vehicles****	-	306
... due to air travel	2,869**	2,931
... due to train journeys and public transport	107	66

\*\*\* The CO<sub>2</sub>e emissions were calculated according to the conversion factors of DEPRa, IEA, the Bavarian State Office for the Environment, the Institute for Housing and Environment, atmosphere as well as Deutsche Bahn.

\*\*\*\*Not comparable with the previous year

## Further indicators – facts and figures according to GRI

### EN5

The energy saving of 13,494 GJ is calculated from the difference in the electricity, heating energy and fuel (vehicle fleet) consumption figures. It is, however, not possible to exclusively relate the reduction to environmentally friendly use and efficiency enhancement as improved data collection and other external factors also played a role.

### EN25

ista only discharges wastewater into public sewerage systems. There are no direct wastewater pipes or surface runoff which could affect the biodiversity of water bodies and related habitats.

### EN28

No significant fines or non-monetary sanctions were imposed on ista as a result of non-compliance with environmental laws and regulations.

### HR9

There were no incidents where rights of indigenous people were violated.

### SO7

No legal action was taken against ista for anti-competitive behaviour, anti-trust or monopoly practices and their outcomes.

### PR2

ista has not registered any incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services.

### PR4

No incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling were discovered.

### PR7

No incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, sales promotion and sponsorship occurred.

### PR8

ista has not recorded any substantiated complaints regarding breaches of customer privacy and losses of customer data.

### PR9

In the reporting period, there were no breaches of laws and regulations concerning the provision and use of products and services. Therefore, no fines were incurred.

LA1 / LA2 – Workforce structure and turnover rate

Age distribution



Legend

- under 26
- 26-35
- 36-50
- over 50

Gender



Legend

- Women
- Men

Employment\*\*\*\*



Legend

- Full-time employees
- Apprentices
- Part-time employees

Employment contract\*\*\*\*

Permanent contracts

3,832 81%

Employment contract\*\*\*\*

Fixed-term contracts

888 19%

Regions	Employees		Turnover***		Turnover***			
	Total		Total		Notices of termination by employees		Total turnover rate****	
	2011	2012	2011	2012	2011	2012	2011	2012
					in %	in %	in %	in %
Central Europe	1,421	1,424	153	109	2.7	3.1	10.5	7.7
France	640	651	230	217	6.2	3.7	33.6	34.5
North Europe	228	236	46	22	12.7	6.9	18.9	9.4
West/East Europe	470	528	55	65	2.9	4.6	11.4	14.8
USA	215	186	44	97	17.6	29.9	23.5	40.2
South Europe/ Emerging Markets	567	700	230	247	8.1	6.5	34.4	43.6
ista International	332	341	37	49	4.8	5.2	11.1	14.9
iSS	641	654	60	58	1.8	1.8	9.4	9.6
<b>Total</b>	<b>4,514</b>	<b>4,720</b>	<b>855</b>	<b>864</b>	<b>5.2</b>	<b>5.4</b>	<b>18.4</b>	<b>19.4</b>

\*\*\* In contrast to the prior-year report, the employee turnover rate for 2012 was calculated as the ratio of all employees who left the company in the reporting period to the total workforce at the start of the reporting period and not to the total workforce at the end of the reporting period. Based on the notices of termination served by employees and the company, the turnover rate worldwide amounted to 603 employees, i.e. 13.6% (2012) and 562 employees, i.e. 12.1% (2011). Including all other departures, for example, retirement, death, expiry of fixed-term contracts etc., the total turnover rate worldwide amounted to 864 employees, i.e. roughly 19.4% (2012) and 855 employees, i.e. 18.4% (2011).  
\*\*\*\* ista does not employ any supervised workers. Apart from the difference between fixed-term and permanent contracts as well as full-time and part-time contracts, it is not possible to provide any further data for 2012 with regard to types of contract at ista due to the highly heterogeneous contract structures worldwide.  
\*\*\*\*\* incl. retirement, end of fixed-term contracts, notices of termination served by the company etc.

## THE REPORT

*In its sustainability report ista provides information once a year on its sustainable corporate governance in the areas of products and services, energy and resources as well as employees and society.*

This report for 2012 is the third sustainability report published by ista. This year, we have again taken the expectations of our employees, customers, business partners and other stakeholders into account when selecting the report contents. In our reporting, we comply with the internationally recognised G3.0 Guidelines of the Global Reporting Initiative (GRI). The GRI has set itself the objective of making corporate reporting worldwide more transparent and comparable. The reporting of ista International GmbH satisfies the Advanced Application Level B+. This has been examined and confirmed by the GRI. You will find the GRI Index on pages 48-50. It provides an overview of which GRI indicators have been dealt with and where in the report they can be found.

This report is based on the key performance indicators of the 2012 calendar year. While the demographic Human Resources figures are recorded as at December 31, 2012, the key environmental figures are based on the average full-time equivalent (FTE). The copy deadline for this report was June 14, 2013. We have included all fully consolidated companies in the data collected.

As the procedures for recording key company figures and HR figures as well as for billing energy consumption sometimes differ in the individual countries, the quality of the data on which this report is based also varies. Whereas, on the one hand, some data which have been recorded precisely are available, others are based on estimates and extrapolations. In countries where precise data are only available for some branches, we estimate the figures for the other branches on the basis of the FTE figures or square metres. The global ista average is used as a calculation basis for countries without accurate recorded data. We are in the process of standardising the recording methods to guarantee improved comparability.

The engineering office in Bangkok, which is part of the Products department of ista International GmbH, has been included in the reporting for the first time. The Service Center in Bucharest (iSS Romania) was newly opened in 2012; on the other hand, the Jacksonville site in the USA was closed. In 2012, the submetering

business there was sold, which also led to a considerable reduction in the number of FTEs. Moreover, acquisitions were made in Germany and part of the company in France was sold. The Region USA/UK was dissolved in 2012. Since then, the USA has been a separate region. The United Kingdom was allocated to the Region North Europe. Romania was transferred from the Region South Europe/Emerging Markets to the Region West/East Europe.

Owing to this restructuring, a direct comparison of the HR key figures of 2012 with those of the previous year is not possible. In the comparisons explicitly made in this report, the original figures for 2011 have already been subsequently adjusted to take account of the regional reorganisation and the acquisitions and sales made in 2012.

To explain the energy consumption figures of all locations, average FTE figures are used as reference values in this report. The proportion of the data based on estimates and extrapolations is 21 % for electricity consumption, 64 % for water consumption and 45 % for heating energy consumption.

Owing to the site-related collection of the data for 2012, some consumption figures could also be subsequently calculated more accurately for 2011. In this report, the comparable figures were recalculated, which is why they deviate from last year's report. This procedure guarantees more correct figures and improved comparability.

There are also differences as regards the headcounts between the consolidated financial statements and this Sustainability Report 2012. This results from a different definition of the headcount. Whereas, for example, student workers have been included in the data available for the Sustainability Report, this was not the case in the consolidated financial statements.

The key financial figures reported relate to the consolidated financial statements of ista International GmbH, which were published and can be examined in the Federal Gazette. When the key environment and HR figures were recorded, the parent company, ista Luxemburg GmbH S.à.r.l., was also included alongside the Group company, ista International. ■





## Statement GRI Application Level Check

GRI hereby states that **ista International GmbH** has presented its report “Global Challenges - Regional Solutions” (2013) to GRI’s Report Services which have concluded that the report fulfills the requirement of Application Level B+.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines. For methodology, see [www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf](http://www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf)

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 11 June 2013

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



The “+” has been added to this Application Level because ista International GmbH has submitted (part of) this report for external assurance. GRI accepts the reporter’s own criteria for choosing the relevant assurance provider.

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world’s most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. [www.globalreporting.org](http://www.globalreporting.org)*

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 3 June 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

# INDEPENDENT ASSURANCE REPORT<sup>1</sup>

*To the management of ista International GmbH, Essen*

We were engaged to provide assurance on selected environmental performance information for the business year 2012, including the explanatory notes, published in the Sustainability Report 2012 (in the following “The Report”) of ista International GmbH, Essen (in the following “ista”).

Management is responsible for the appropriateness of the determination and presentation of quantitative indicators on environmental performance information in accordance with the reporting criteria, including the identification of material issues. Our responsibility is to issue an assurance report on the selected environmental performance information in The Report.

## Scope

Our assurance engagement was designed to provide limited assurance on whether the following quantitative indicators on environmental performance information, including the explanatory notes, are presented, in all material respects, in accordance with the reporting criteria:

### Paper consumption

in kg

Office consumption (incl. recycled)

Production paper (incl. recycled)

Notepads (incl. recycled)

Envelopes (incl. recycled)

Marketing materials (incl. recycled)

### Energy consumption

in kWh

in litre (incl. diesel, petrol and LPG)

Electricity consumption

Fuel company cars

Heating energy (total)

Fuel rented cars

Heating energy I (gas)

Fuel private cars

Heating energy II (oil)

Heating energy III (district heating)

### Drinking water consumption

in litre

### Greenhouse Gas emissions

in t CO<sub>2</sub> equivalents

... through heating energy consumption

... through electricity consumption

... through vehicle fleet

... through rented cars

... through private cars

... through air travel

... through rail and public transport

Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those for a reasonable level of assurance.

### Reporting criteria and assurance standards

ista applies the Sustainability Reporting Guidelines G3.0 of the Global Reporting Initiative, supported by internal guidelines, as described in the section ‘The Report’, as reporting criteria.

We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000: Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. This Standard requires, amongst others, that the assurance team possesses the specific knowledge, skills and professional competencies needed to provide assurance on sustainability information, and that they comply with the requirements of the Code of Ethics for Professional Accountants of the International Federation of Accountants to ensure their independence.

### Work undertaken

Our procedures included:

- A risk analysis, including a media search, to identify relevant sustainability aspects for ista in the reporting period.
- Evaluation of the design and implementation of the systems and processes for the collection, processing and control of the environmental performance information, including the consolidation of the data.
- Interviews with relevant staff at corporate level responsible for providing the data, carrying out internal control procedures and consolidating the data.
- Visits of the locations Essen (Germany) and Madrid (Spain) to assess local data collection and reporting processes as well as the reliability of the reported data.
- An analytical review of the data and trend explanations submitted by all locations for consolidation at corporate level.
- An evaluation of the overall presentation of the selected environmental performance information, including the explanatory notes, in the Report.

### Conclusion

Based on the procedures performed, as described above, nothing has come to our attention to indicate that the selected environmental performance information for the business year 2012, including the explanatory notes, in The Report is not prepared, in all material respects, in accordance with the reporting criteria.

Düsseldorf, June 14th, 2013

KPMG AG  
Wirtschaftsprüfungsgesellschaft

Fischer  
Certified Public Accountant  
(Wirtschaftsprüferin)

ppa. Viehöver

<sup>1</sup>Translation of the assurance report, authoritative in German language.

# GRI INDEX

*This table provides an overview of all indicators which the Global Reporting Initiative (GRI) uses for the certification of a sustainability report. The table shows which indicators ista complies with in its reporting.*

GRI Index (G3 Indicators)		Level of Compliance	Pages
<b>1.</b>	<b>VISION AND STRATEGY</b>		
1.1	CEO statement	completely	2 f.
1.2	Key impacts, risks and opportunities	completely	2 f., 4 ff., 7 ff., 12 f., 15, 19, 29, 39
<b>2.</b>	<b>ORGANISATIONAL PROFILE</b>		
2.1	Name of the reporting organisation	completely	4
2.2	Brands, products and/or services	completely	4 ff.
2.3	Operational structure	completely	4 ff.
2.4	Headquarter location	completely	4
2.5	Countries in operation	completely	4 ff.
2.6	Nature of ownership	completely	6
2.7	Markets	completely	4 ff.
2.8	Scale of the organisation	completely	6
2.9	Significant changes during the reporting period	completely	4 ff., 44
2.10	Awards received	completely	Cover, 8
<b>3.</b>	<b>REPORTING PARAMETERS</b>		
3.1	Reporting period	completely	44
3.2	Date of the most recent previous report	completely	44
3.3	Reporting cycle	completely	44
3.4	Contact point for questions	completely	Cover
3.5	Process for defining report content	completely	Cover, 2 f., 7 ff., 44
3.6	Boundary of the report	completely	4 ff., 44
3.7	Limitations on the report's scope	completely	44
3.8	Joint ventures, subsidiaries, and outsourcing	completely	4 ff., 44
3.9	Data measurement techniques	completely	22 f., 28, 40 ff.
3.10	Effects of information re-statement	completely	40 ff.
3.11	Changes from previous reports in the scope, boundary or measurement techniques	completely	22 f., 40 ff.
3.12	GRI Index	completely	48 ff.
3.13	External assurance	completely	44 ff.

GRI Index (G3 Indicators)		Level of Compliance	Pages
<b>4.</b>	<b>GOVERNANCE, COMMITMENTS AND ENGAGEMENT</b>		
4.1	Governance structure of the organisation	completely	6
4.2	Indication whether chairperson is also executive officer	completely	6
4.3	Independent members of the board	completely	6
4.4	Mechanisms for recommendations of shareholders/employees to the board	completely	7 ff., 33
4.5	Linkage between compensation of the highest governance body and the organisation's performance	completely	6
4.6	Mechanisms to avoid conflict of interest at board level	completely	8
4.7	Qualification of the board in terms of sustainability issues	completely	7 f.
4.8	Mission statements, codes of conduct and principles	completely	7 ff., 15, 19, 25 f., 29, 33 ff.
4.9	Processes of the board to control the sustainability performance	completely	2 f., 7 ff., 19, 29, 39
4.10	Processes for evaluating sustainability performance of the board	completely	7
4.11	Precautionary approach principle	completely	2 f., 4 ff., 7 ff., 19, 29, 39
4.12	External agreements, principles or initiatives	completely	Cover, 2 f., 8 f., 12 f., 15, 19
4.13	Memberships in associations and advocacy organisations	completely	Cover, 8 f.
4.14	Stakeholder groups	completely	8 f.
4.15	Selection of stakeholder groups	completely	8 f.
4.16	Inclusion of stakeholder groups	completely	7 ff., 16, 33 ff.
4.17	Questions and concerns raised by stakeholders	completely	8 f.
<b>5.</b>	<b>PERFORMANCE INDICATORS</b>		
<b>Economy – Management approach</b>		<b>partially</b>	<b>19</b>
EC1	Direct economic value generated and distributed	partially	4, 6
EC2	Financial implications due to climate change	completely	2 f., 9, 11 ff.
EC3	Benefit plan obligations	not at all	
EC4	Financial assistance from the government	not at all	
EC5	Entry level wage compared to local minimum wage	not at all	
EC6	Local selection of suppliers	completely	15
EC7	Local hiring for senior management positions	not at all	
EC8	Infrastructure investment and services for public benefit	not at all	
EC9	Indirect economic impacts	not at all	
<b>Environment – Management approach</b>		<b>partially</b>	<b>29</b>
EN1	Weight/Volume of materials used	partially	22 ff., 28, 41
EN2	Percentage of materials used that are recycled input materials	completely	22 f., 26, 41
EN3	Direct primary energy consumption	completely	22 f., 25, 28, 41
EN4	Indirect primary energy consumption	completely	24, 28, 41
EN5	Energy conservation	partially	12 f., 22 f., 25 f., 42
EN6	Initiatives for energy-efficiency and renewable energy	not at all	
EN7	Initiatives for reducing the indirect energy consumption	partially	12 f., 22 f., 25 f.
EN8	Total water withdrawal by source	completely	14, 28, 42
EN9	Effect of water withdrawal	not at all	
EN10	Recycled and re-used water	not at all	
EN11	Land assets in or bordering protected areas	not at all	
EN12	Impacts on biodiversity	not at all	
EN13	Protected or restored natural habitats	not at all	
EN14	Strategies for protecting biodiversity	not at all	
EN15	Endangered species	not at all	
EN16	Direct and indirect greenhouse gas emissions	completely	22 ff., 42
EN17	Other relevant greenhouse gas emissions	completely	22 f., 25 f., 28, 42
EN18	Initiatives to reduce greenhouse gas emissions	partially	12 f., 22 f., 26, 28 f.
EN19	Emissions of ozone-depleting substances	not at all	
EN20	NO <sub>x</sub> , SO <sub>x</sub> and other air emissions by weight	not at all	

GRI Index (G3 Indicators)		Level of Compliance	Pages
EN 21	Wastewater discharge	not at all	
EN 22	Waste by type and disposal method	not at all	
EN 23	Total number and volume of significant spills	not at all	
EN 24	Hazardous waste according to the Basel Convention	not at all	
EN 25	Effects of wastewater on biodiversity	completely	42
EN 26	Initiatives for minimising impact on the environment	not at all	
EN 27	Percentage of products sold and their packaging materials that are reclaimed	not at all	
EN 28	Sanctions for non-compliance with environmental regulations	completely	42
EN 29	Impact of transport	partially	22 f., 25 f.
EN 30	Expenditure on environmental protection	not at all	
<b>Labour Practices and Decent Work – Management approach</b>		<b>partially</b>	<b>39</b>
LA1	Workforce by employment type and region	completely	4, 6, 43
LA2	Employee turnover by age group, gender and region	partially	33, 39
LA3	Benefits for full-time employees	not at all	
LA4	Employees with collective bargaining agreements	not at all	
LA5	Minimum notice periods for significant operational changes	not at all	
LA6	Employees represented in labour protection committees	not at all	
LA7	Rates of injury, day absences from work and work-related fatalities	partially	33
LA8	Education and training on serious diseases	not at all	
LA9	Health and safety agreements with trade unions	not at all	
LA10	Education and training of employees	partially	33
LA11	Programmes for lifelong learning	not at all	
LA12	Performance reviews and development planning of employees	completely	33
LA13	Composition of governance bodies and employees	not at all	
LA14	Remuneration by gender and employee category	partially	33
<b>Human Rights – Management approach</b>		<b>partially</b>	<b>19</b>
HR1	Investment agreements with clauses or screening regarding human rights	not at all	
HR2	Percentage of suppliers that have undergone screening on human rights and actions taken	completely	15
HR3	Training on human rights	not at all	
HR4	Incidents of discrimination and actions taken	completely	8
HR5	Freedom of association and collective bargaining	completely	9
HR6	Child labour	completely	8, 15, 19
HR7	Forced labour	completely	8, 15, 19
HR8	Training for security personnel	not at all	
HR9	Violation of rights of indigenous peoples	completely	42
<b>Society – Management approach</b>		<b>partially</b>	<b>19</b>
SO1	Mitigation of impacts of operations on communities	not at all	
SO2	Corruption risks: percentage/number of business units analysed	not at all	
SO3	Anti-corruption training: percentage of employees trained	completely	8
SO4	Corruption cases and actions taken against corruption	not at all	
SO5	Positions and participations in public policy development and lobbying	completely	2 f., 7 ff., 12 f., 18 f.
SO6	Contributions to parties and politicians	not at all	
SO7	Legal actions for anti-competitive behaviour	completely	42
SO8	Sanctions for non-compliance with laws and regulations	not at all	
<b>Product Responsibility – Management approach</b>		<b>completely</b>	<b>19</b>
PR1	Life cycle stages in which health and safety impacts of products are assessed	not at all	
PR2	Non-compliance with health standards	completely	42
PR3	Principles/processes for product identification	not at all	
PR4	Non-compliance with product information standards	completely	42
PR5	Customer satisfaction	completely	8 f., 16
PR6	Programmes for adherence to laws and voluntary codes relating to advertising	completely	9
PR7	Non-compliance with marketing standards	completely	42
PR8	Infringement of customer data protection	completely	42
PR9	Sanctions for non-compliance with product and services requirements	completely	42

## Memberships



\* New membership in 2013

## Awards



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