



Bang & Olufsen

ESG & sustainability report 2021/22

GRI index

GRI Standard	Disclosure Number	Disclosure Title	Reporting Location	Omissions
General Disclosures	102-1	Name of the organization	Bang & Olufsen A/S	
General Disclosures	102-2	Activities, brands, products, and services	Bang & Olufsen is a luxury audio brand founded in 1925 in Struer, Denmark, by Peter Bang and Svend Olufsen whose devotion and vision remain the foundation for the company. For nearly a century, Bang & Olufsen has been pushing the boundaries of audio technology and the company continues to sit at the forefront of acoustic innovation. Please see pages 4, 5, and 12 of our Annual report 2021/22 for more information.	
General Disclosures	102-3	Location of headquarters	Bang & Olufsen Allé 1, DK-7600 Struer, Denmark	
General Disclosures	102-4	Location of operations	Bang & Olufsen is a global brand with operations in several European and Asia Pacific countries, as well as North America. We have 8 focus markets, including Denmark, USA, China, UK, Switzerland, Germany, Spain, and France and we sell to 70 markets. Please see page 3 of our Annual report 2021/22.	
General Disclosures	102-5	Ownership and legal form	Bang & Olufsen is a publicly listed company. At the end of 2021/22, the company had around 31,000 shareholders; 68% of which are based in Denmark. For more information, please see pages 50 - 51 of the Annual report 2021/22.	

General Disclosures	102-6	Markets served	We serve 70 markets worldwide. Bang & Olufsen's business model can be seen on page 16 of the Annual report 2021/22.	
General Disclosures	102-7	Scale of the organization	Please see <i>Bang & Olufsen At a glance</i> on page 4 of the Annual report 2021/22. In terms of count of employees as a measure of scale, please see page 45 of the ESG and sustainability report 2021/22.	
General Disclosures	102-8	Information on employees and other workers	Please see the social data tables on pages 45 – 47 of the ESG and sustainability report 2021/22. Information on how the figures presented are calculated is available on pages 1 and 2 of our Bang & Olufsen ESG and sustainability data accounting principles 2021/22 which are on our website here: https://corporate.bang-olufsen.com/en/sustainability/policy	
General Disclosures	102-9	Supply chain	Information on our approach to Sustainable Procurement and Supply Chain is available on pages 38 - 40 of our ESG and sustainability report 2021/22.	
General Disclosures	102-10	Significant changes to the organization and its supply chain	Please see page 17 of our Annual report 2021/22 and page 23 of our ESG and sustainability report 2021/22.	
General Disclosures	102-11	Precautionary Principle or approach	Please see our Stakeholder and sustainability policy on our website here:	

			https://corporate.bangolufsen.com/en/sustainability/policy	
General Disclosures	102-12	External initiatives	Bang & Olufsen became a signatory of the UN Global Compact in 2022 and are members of the UN Global Business Ambition for 1.5°C Pledge group of companies due to our commitment to set a Science Based Target (SBTi). Please see page 5, 25, 37 and 40 of our ESG and sustainability report 2021/22.	
General Disclosures	102-13	Membership of associations	Bang & Olufsen is a member of UN Global Compact and Dansk Industri. Please see page 37 of our ESG and sustainability report 2021/22.	
General Disclosures	102-14	Statement from senior decision-maker	Please see the Letter from our CEO 'Longevity for Sustainability' on page 3 and 4 of our ESG and sustainability report 2021/22.	
General Disclosures	102-15	Key impacts, risks, and opportunities	Please see our Materiality Assessment on page 11 of our ESG and sustainability report 2021/22, see Risk Management and policies on page 41 of our ESG and sustainability report 2021/22, and pages 17, 18, and 43 of our Annual report 2021/22.	
General Disclosures	102-16	Values, principles, standards, and norms of behaviour	Please see Core Values on page 28 and Our Approach in the Ethical Business section of the Governance and integrity chapter on page 36 of our ESG and sustainability report 2021/22. Also page 1 of our Supplier Code of conduct available on our website here .	

General Disclosures	102-17	Mechanisms for advice and concerns about ethics	Please see our Whistle-blower programme, BeoShare, on page 37 of our ESG and sustainability report 2021/22.	
General Disclosures	102-18	Governance structure	Please see information on corporate governance on pages 42 and 43, our Board of Directors on pages 46 to 48, our executive management board on page 49 of our Annual report 2021/22. And, of our sustainability governance structures on page 8 of our ESG and sustainability report 2021/22.	
General Disclosures	102-19	Delegating authority	Please see Executive Management Board on page 49 of our Annual report 2021/22 and Sustainability Governance Structure on page 8 of our ESG and sustainability report 2021/22.	
General Disclosures	102-20	Executive-level responsibility for economic, environmental, and social topics	Please see Executive Management Board on page 49 of our Annual report 2021/22 and Sustainability Governance Structure on page 8 of our ESG and sustainability report 2021/22.	
General Disclosures	102-21	Consulting stakeholders on economic, environmental, and social topics	Please see our Materiality Assessment on page 11 of our ESG and sustainability report 2021/22, and our Stakeholder and sustainability policy on our website here: https://corporate.bang-olufsen.com/en/sustainability/policy	
General Disclosures	102-22	Composition of the highest governance body	Please see information on Our Board of Directors on pages 46 to 48 of our Annual report 2021/22.	

		and its committees		
General Disclosures	102-23	Chair of the highest governance body	Please see page 46 of our Annual report 2021/22.	
General Disclosures	102-40	List of stakeholder groups	Please see pages 2 and 3 of our Stakeholder and sustainability policy on our website here: https://corporate.bang-olufsen.com/en/sustainability/policy	
General Disclosures	102-41	Collective bargaining agreements	42% of Bang & Olufsen employees are covered by collective bargaining agreements. Please see page 46 of our ESG and sustainability report 2021/22.	
General Disclosures	102-42	Identifying and selecting stakeholders	<p>Our most recent materiality assessment was conducted in the second half of 2021. The assessment process followed the seven-step, where we first identified our key stakeholders, subject matter experts, and resources, to be engaged with during the process through discussion with the business and a review of our business activities, impacts, benchmarking with peers, global standards & best practice. Our main stakeholder groups include:</p> <ol style="list-style-type: none"> 1. Regulators & authorities 2. Civil Society & Interest Organisations 3. Customers & Consumers 4. Risk Management 5. Employees 6. Management 	

			<p>7. Partners & Suppliers 8. Investors & financial backers 9. Board of Directors</p> <p>Through desk research on global trends, benchmarking, and initial stakeholder outreach, we were able to assess and prioritise the challenges and opportunities both for and from our business and built an issue inventory. The issues list was validated, and the issues prioritised in order of importance and impact, through quantitative and qualitative stakeholder consultation including interviews, surveys, and other methods. All the stakeholders were allocated a weighting to give their voices proportional representation in the final outcome. The stakeholder weighting was validated with key internal stakeholders. All feedback was incorporated into the assessment. The assessment was visualised in a matrix. For more information and the outcome of the assessment, please see our Materiality Assessment on page 11 of our ESG and sustainability report 2021/22, and our Stakeholder and sustainability policy on our website here: https://corporate.bang-olufsen.com/en/sustainability/policy</p>	
General Disclosures	102-43	Approach to stakeholder engagement	Please see our Materiality Assessment on page 11 of our ESG and sustainability report 2021/22, and our Stakeholder and sustainability policy on our website here:	

			https://corporate.bang-olufsen.com/en/sustainability/policy	
General Disclosures	102-44	Key topics and concerns raised	Please see ESG & Sustainability at Bang & Olufsen and our Materiality Matrix on pages 7, 8, and 11 of our ESG and sustainability report 2021/22.	
General Disclosures	102-45	Entities included in the consolidated financial statements	Please see our Bang & Olufsen ESG and sustainability data accounting principles 2021/22 which is available on our website.	
General Disclosures	102-46	Defining report content and topic Boundaries	Please see our Materiality Assessment on page 11 of our ESG and sustainability report 2021/22.	
General Disclosures	102-47	List of material topics	Our material topics were identified as those that are of highest importance to both our stakeholders and the business. Please see our Materiality Assessment on page 11 of our ESG and sustainability report 2021/22.	
General Disclosures	102-48	Restatements of information	Please see Bang & Olufsen ESG and sustainability data accounting principles 2021/22.	
General Disclosures	102-49	Changes in reporting	This is the first year that we report ESG related data according to international reporting standards. Therefore, there are no changes to the reporting versus previous years to mention. For information on the reporting boundaries and calculation methodologies, please see Bang & Olufsen ESG and	

			sustainability data accounting principles 2021/22.	
General Disclosures	102-50	Reporting period	The performance content of this report is published annually. Unless otherwise stated, it covers the period from 1 June 2021 to 31 May 2022. Please see reporting boundary on page 1 of Bang & Olufsen ESG and sustainability data accounting principles 2021/22.	
General Disclosures	102-51	Date of most recent report	The most recent previous performance report was published on 6 July 2021, titled Bang & Olufsen sustainability report 2020/21. This is available on our corporate website at https://assets.ctfassets.net/8cd2csgvqd3m/5w8T9zbtsCFdyKMZrzt3Xj/8d05e97cddff5de9ea2771fe05c87871/CSR-Report_2020-21_final.pdf	
General Disclosures	102-52	Reporting cycle	The performance content of this report is published annually. Please see reporting boundary on page 1 of the Bang & Olufsen ESG and sustainability data accounting principles 2021/22.	
General Disclosures	102-53	Contact point for questions regarding the report	Contact details for the report and further information is on our website here: https://corporate.bang-olufsen.com/en/sustainability , or available by email here: sustainability@bang-olufsen.dk	
General Disclosures	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option; see page 2 of our ESG and sustainability report 2021/22.	

General Disclosures	102-55	GRI content index	Our GRI content index is available on our corporate website.	
General Disclosures	102-56	External assurance	Our Bang & Olufsen ESG and sustainability data accounting principles 2021/22 are published online at our corporate website. Our energy and greenhouse gas emissions data collection and reporting processes are reviewed by an external third party for robustness and correctness. They were assured by Deloitte prior to publication. Please see page 48 of our ESG and sustainability report 2021/22.	
Material Topics	103-1	Explanation of the topic and its boundary	Energy: The climate emergency driven by overconsumption and fossil fuel use is one of the defining environmental challenges facing humanity at this time. At Bang & Olufsen, we are aware that our operations, products, and value chain have an impact on the natural environment and climate, and we take responsibility for addressing these. The significance of this was also recognised in our materiality assessment where the reduction of greenhouse gas emissions was identified as a material issue by our stakeholders. In our operations, the key contributor to greenhouse gas emissions is energy consumption in our fleet, manufacturing sites and office and store locations. Please refer pages 21, 24 and 25 of our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and sustainability data	

			accounting principles 2021/22 on our website for more information.	
Material Topics	103-2	The management approach and its components	Energy: Please refer pages 21, 24 and 25 of our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-3	Evaluation of the management approach	Energy: Please refer pages 21, 24 and 25 and the environmental data table on page 45 of our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-1	Explanation of the topic and its boundary	Emissions: The climate emergency driven by overconsumption and fossil fuel use is one of the defining environmental challenges facing humanity at this time. At Bang & Olufsen, we are aware that our operations, products, and value chain have an impact on the natural environment and climate, and we take responsibility for addressing these. The significance of this was also recognised in our materiality assessment where the reduction of greenhouse gas emissions was identified as a material issue by our stakeholders. In our operations, the key driver of greenhouse gas emissions is energy consumption in our fleet, manufacturing sites and office and store locations. Please refer pages 21, 24 and 25 of our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and sustainability data	

			accounting principles 2021/22 on our website for more information.	
Material Topics	103-2	The management approach and its components	Emissions: Please refer pages 21, 24 and 25 of our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-3	Evaluation of the management approach	Emissions: Please refer pages 21, 24 and 25 and the environmental data table on page 45 of our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-1	Explanation of the topic and its boundary	Waste: The climate emergency and biodiversity loss, driven by overconsumption and fossil fuel use, are the defining environmental challenges facing humanity at this time. At Bang & Olufsen, we are aware that our operations, products, and value chain have an impact on the natural environment and climate, and we take responsibility for addressing these. The significance of this issue around resource use and the need for circular economy business models to close material loops was also recognised in our materiality assessment where longevity and circularity was identified as a material issue by our stakeholders; and resource use was also identified as important though not material. In our operations, a key lagging indicator of circularity is waste generated and waste to landfill or incineration. These metrics show the	Please see pages 21 to 23 of our ESG and sustainability report 2021/22 and page 3 of our Stakeholder and sustainability policy.

			size of our consumption and our success at achieving circular material flows in our organisation. Please see pages 21 to 23 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website for more information.	
Material Topics	103-2	The management approach and its components	Waste: Please see pages 21 to 23 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website for more information.	
Material Topics	103-3	Evaluation of the management approach	Waste: Please see pages 21 to 23 and the environmental data table on page 45 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-1	Explanation of the topic and its boundary	Occupational health and safety: Health, safety, and well-being of our employees are of the utmost importance for us. We are committed to creating a workplace in which employees can perform, develop, and grow while at work, and to achieve that we work with both psychological and psychical safety. As an organisation with both global operations and an industrial manufacturing site, the importance of health and safety is paramount, and we see this as an element of our good business conduct. As such it was not identified as a material issue by stakeholders, but as an important issue. Please see page 32 of our ESG	

			and sustainability report 2021/22 for more information.	
Material Topics	103-2	The management approach and its components	Occupational health and safety: Please see page 32 of our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-3	Evaluation of the management approach	Occupational health and safety: Please see pages 32 and 47 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-1	Explanation of the topic and its boundary	Training and education: Our aim is to have a culture in which people can realise their full potential and where everyone feels empowered to nurture their own development. We believe that for Bang & Olufsen to be even more successful we need people who feel they can meet their personal aspirations, grow their capabilities, and feel motivated and engaged in their job. As a result, we have a focus on people development and knowledge sharing and education; this includes through training and development. This was also identified by our stakeholders as a material issue for our company. Please see pages 16, 27, 31, 33 and 34 of our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and	

			sustainability data accounting principles 2021/22 on our website for more information.	
Material Topics	103-2	The management approach and its components	Training and education: Please see pages 27, 31, 37 and 47 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-3	Evaluation of the management approach	Training and education: Please see pages 27, 31 and 46 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Material Topics	103-1	Explanation of the topic and its boundary	Diversity and equal opportunity: We want to be representative of the society in which we operate; the markets in which we sell and the pool of talents we hire from. Being a company that supports diversity of thought and can select from the widest talent pool possible is business-critical and enables us to stay innovative and competitive. This important agenda was also identified by our stakeholders as a material issue for our company. Please see pages 27, 29 and 30 in our ESG and sustainability report 2021/22, and our People and diversity policy for more information.	
Material Topics	103-2	The management approach and its components	Diversity and equal opportunity: Please see pages 27, 29 and 30 in our ESG and sustainability report 2021/22, and our People and diversity policy and the Bang & Olufsen ESG and sustainability data accounting	

			principles 2021/22 on our website for more information.	
Material Topics	103-3	Evaluation of the management approach	Diversity and equal opportunity: Please see pages 29, 30 and the social data tables on pages 45 to 47 in our ESG and sustainability report 2021/22 and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website for more information.	
Economic Performance	201	Management Approach	Please see pages 7 to 9, 19, and 28 to 32 of our Annual report 2021/22 for information on our management approach to economic performance.	
Economic Performance	201-1	Direct economic value generated and distributed	Please see the 5-year overview and financial performance in <i>Key Figures</i> on page 27 of our Annual report 2021/22.	
Energy	302	Management Approach	Please see pages 21, 24 and 25 of our ESG and sustainability report 2021/22 and page 3 of our Stakeholder and sustainability policy.	
Energy	302-1	Energy consumption within the organization	Please see pages 24 and 25 and the environmental data table on page 45 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Energy	302-4	Reduction of energy consumption	Please see pages 24 and 25 of our ESG and sustainability report 2021/22.	

Emissions	305	Management Approach	Please see pages 21, 24 and 25 of our ESG and sustainability report 2021/22 and page 3 of our Stakeholder and sustainability policy.	
Emissions	305-1	Direct (Scope 1) GHG emissions	Please see pages 24 and 25 and the environmental data table on page 45 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Emissions	305-2	Energy indirect (Scope 2) GHG emissions	Please see pages 24 and 25 and the environmental data table on page 45 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Emissions	305-3	GHG emissions intensity	Please see the environmental data table on page 45 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Waste	306	Management Approach	Please see pages 21 to 23 of our ESG and sustainability report 2021/22 and page 3 of our Stakeholder and sustainability policy.	
Waste	306-2	Management of significant waste-related impacts	Please see pages 21 to 23 of our ESG and sustainability report 2021/22 and page 3 of our Stakeholder and sustainability policy.	
Waste	306-3	Waste generated	Please see pages 21 to 23 and the environmental data table on page 45 of our ESG and sustainability report 2021/22, and the	

			Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.																
Waste	306-4	Waste diverted from disposal	<p>B&O waste handling:</p> <table border="1"> <thead> <tr> <th>% waste by treatment</th> <th>2021/22</th> <th>2020/21</th> </tr> </thead> <tbody> <tr> <td>Recycling</td> <td>73.7</td> <td>73.8</td> </tr> <tr> <td>Bioenergy</td> <td>0.6</td> <td>0.3</td> </tr> <tr> <td>Incineration</td> <td>16.5</td> <td>19.7</td> </tr> <tr> <td>Landfill</td> <td>9.2</td> <td>6.1</td> </tr> </tbody> </table> <p>For more information, please see pages 22 and 23 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.</p>	% waste by treatment	2021/22	2020/21	Recycling	73.7	73.8	Bioenergy	0.6	0.3	Incineration	16.5	19.7	Landfill	9.2	6.1	
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Occupational health and safety	403	Management Approach	Please see page 32 of our ESG and sustainability report 2021/22.																

Occupational health and safety	403-1	Occupational health and safety management system	Our OH&S approach covers the global organisation. Please see page 32 of our ESG and sustainability report 2021/22.	
Occupational health and safety	403-6	Promotion of worker health	In 2022/23 we will proactively look for hazards and risks and create a safety walk checklist and training to increase the focus on near miss accidents and incidents and support the development of a proactive rather than reactive occupational health and safety culture. Please see page 32 of our ESG and sustainability report 2021/22.	
Occupational health and safety	403-9	Work-related injuries	Please see page 32 and page 47 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Training and education	404	Management Approach	Please see pages 16, 27, 31, 33 and 34 of our ESG and sustainability report 2021/22.	
Training and education	404-1	Average hours of training per year per employee	Please see pages 27, 31, 37 and 47 of our ESG and sustainability report 2021/22, and the Bang & Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	This figure is not collected in terms of hours or by gender or employee category. It is an overall figure for percentage of eligible employees receiving training in ESG related topics (e.g. code of conduct) during the reporting period.
Training and education	404-3	Percentage of employees receiving regular	Please see pages 27, 31 and 46 of our ESG and sustainability report 2021/22, and the Bang &	

		performance and career development reviews	Olufsen ESG and sustainability data accounting principles 2021/22 on our website.	
Diversity and equal opportunity	405	Management Approach	Please see pages 27, 29 and 30 in our ESG and sustainability report 2021/22, and our People and diversity policy.	
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	Please see pages 29, 30 and the social data tables on pages 45 to 47 in our ESG and sustainability report 2021/22.	

Other Material Issues	Reporting Location
Education and knowledge sharing	Please see pages 16, 27, 31 to 34, 37, and 47 of our ESG and sustainability report 2021/22.
Longevity and circularity	Please see pages 3 to 5, 13 to 19, 22 to 23, and 45 of our ESG and sustainability report 2021/22.
Innovation	Please see pages 28, 33 and 34 of our ESG and sustainability report 2021/22.
Collaboration	Please see pages 28, 33 and 34 of our ESG and sustainability report 2021/22.

Document	Link
Bang & Olufsen ESG and sustainability report 2021/22	https://corporate.bang-olufsen.com/en/sustainability/policy
Bang & Olufsen Annual Report 2021/22	https://investor.bang-olufsen.com/financial-reports

Bang & Olufsen ESG and sustainability data accounting principles 2021/22	https://corporate.bang-olufsen.com/en/sustainability/policy
Stakeholder and sustainability policy	https://corporate.bang-olufsen.com/en/sustainability/policy
Supplier code of conduct	https://assets.ctfassets.net/8cd2csgvqd3m/HhtYYxA21Z5zjNe1batmW/9cab49c8e2ef5cc5973f890b8cf45c8f/Supplier Code of Conduct - v5 March 2021.pdf
Business conduct and ethics policy	https://investor.bang-olufsen.com/static-files/eabdb433-b66a-459f-b4fd-29a844ef3244
Slavery and human trafficking statement (2021/22)	https://corporate.bang-olufsen.com/en/sustainability/policy
People and diversity policy (2021/22)	https://investor.bang-olufsen.com/static-files/b3e97a87-f6f2-4e74-ad40-6dcc89f3b6ed
Anti-corruption policy (2021/22)	https://investor.bang-olufsen.com/static-files/b9691e67-25c2-4e99-817f-d0a1fa1bb180