

LEONI

# Sustainability Report 2022





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FOREWORD

**Following the introduction of our new ReWire sustainability programme in 2021, we made further progress toward greater sustainability at LEONI in 2022. It forms part of our commitment to the UN Global Compact and its ten principles for sustainable business policies since 2011 by taking business responsibility in the areas of Environment, Anti-Corruption, Labour and Human Rights and by publicly advocating these global values. In this Sustainability Report we look back on the successes of the past year and ahead to the future development of our commitment to sustainability.**



The Executive Board of LEONI AG from left top to right bottom:  
Klaus Rinnerberger, Dr. Ursula Biernert, Dr. Harald Nippel,  
Ingo Spengler

## OUR ReWire SUSTAINABILITY PROGRAMME HELPS ACTIVELY SHAPE THE PATH TOWARDS SUSTAINABLE LIVING.

In 2022, we worked continuously on embedding the ReWire sustainability programme firmly in all business units and took measures to achieve the goals defined in the programme's three focus areas: For instance, in the area of **climate protection** we converted further locations to the use of electricity from renewable energy, thereby ensuring an electricity supply which is 100 per cent from renewable energy in several countries. In **material efficiency & resource conservation**, we worked with our customers, suppliers and partners to identify new use cases for recycled plastics and material-saving production methods. And in the focus area of **decent work** we once again stood out as an attractive employer who fulfils its social responsibility. This is especially true in Ukraine where our employees have been directly affected by the war since February 2022 and where we have been providing support through secure employment, extensive donations and as a partner to the local economy.

Our social responsibility extends not only to our employees and the communities at our locations but to the entire value chain – which also means, for instance, our suppliers in the copper industry from whom we source the most important material for our products. As a result, our prime focus in 2022 was in particular on our due diligence obligations for the protection of human rights. Among other things, we revised our Code of Conduct for Business Partners to include human rights and environmental issues, we drafted a new internal Human Rights and Working Conditions Policy and, since 2022, we also assess suppliers according to sustainability criteria. Furthermore, we promote an intensive, direct dialogue with our suppliers in order to improve human rights and environmental conditions, in particular. To this end, and in order to develop a joint understanding, at our Supplier Summit in 2022 we focused on sustainability, presented the ReWire sustainability programme to our main suppliers and

communicated the expectations we have of them. In addition, we communicate these expectations during face-to-face talks on a regular basis.

If you have high expectations you should lead by example. It is for this reason that we at LEONI strive to meet the rising statutory and social sustainability requirements and to actively help shape the path towards sustainable living. As a partner to the automotive industry we have the ability to do precisely that – with innovative cable and wiring system solutions for the environmentally friendly mobility of the future. Let's do it.

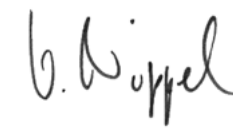
Nuremberg, September 2023 – LEONI AG



The Executive Board: **Klaus RINNERBERGER**  
Chief Executive Officer  
(CEO)



**Dr. Ursula BIERNERT**  
Member of the Executive Board  
(CHRO) and Labour Director



**Dr. Harald NIPPEL**  
Member of the Executive Board  
(CFO)



**Ingo SPENGLER**  
Member of the Executive Board  
(COO)

## ABOUT THIS SUSTAINABILITY REPORT

**This Corporate Sustainability Report comprises our principal ecological and social developments during the 2022 financial year. The reported content reflects our activity to support the Ten Principles of the UN Global Compact in the reporting period and documents the corresponding actions and results.**

An **index** at the end of this document provides references to the relevant text passages that report on our progress in implementing the guiding principles. The corresponding key figures are compiled in the table at the end of this report. In principle, all disclosures apply to the entire Group; any deviation is expressly highlighted. The key figures are presented clearly and transparently so that they can be drawn upon as references in subsequent years.

LEONI has devised its sustainability programme in line with the Sustainable Development Goals (SDGs) of the United Nations. The sections containing information on the SDGs are therefore marked with the corresponding symbols. In addition to this detailed Sustainability Report, LEONI has

submitted a Non-Financial Statement in accordance with Section 315b of the German Commercial Code (HGB) to meet the statutory requirements for reporting. This is provided as part of the Combined Management Report in our **2022 Annual Report**, which can be accessed on our **website**.

We publish our Sustainability Report exclusively in digital form. It is available as a PDF file with complete contents. Our Sustainability Report appears in German and in English. In addition, our UN Global Compact Communication on Progress can be accessed on the UN Global Compact website in the form of the completed CoP questionnaire in accordance with the new guideline.

The United Nations Sustainable Development Goals (SDGs) which LEONI has prioritised are highlighted in colour:



**WE SUPPORT**







**LEONI is a global provider of products, solutions and services for energy and data management in the automotive industry. Its value chain ranges from standardised cables and special cables through to highly complex wiring systems and related components, from development all the way to production. As an innovation partner with profound development and systems expertise, LEONI supports its customers on their way to ever more sustainable and connected mobility concepts, from autonomous driving to alternative drives and charging systems. To this end, LEONI develops next-generation cable solutions and wiring systems which reduce complexity and allow a higher degree of automation thanks to their zonal architecture.**



THE LEONI GROUP

The LEONI Group is organised into two business units (divisions) with LEONI AG as the Group parent company: The Wiring Systems Division (WSD) is one of the world's leading providers of complete wiring systems and customised cable harnesses for the automotive industry. Its products and services comprise the development and production of sophisticated cable harnesses through to integrated wiring systems, high-voltage wiring systems for hybrid and electric vehicles, power distribution components and special connectors.

As a systems provider, WSD covers the entire spectrum from design through to series production as well as complementary services. In so doing, it is increasingly positioning itself as a provider of in-vehicle data and energy management solutions to supply its customers with innovative products and services in line with the automotive megatrends of electromobility, connectivity and autonomous driving. WSD is also reinforcing its expertise in the fields of electronics and software to enhance its position as a systems supplier.

The second business unit, the Wire & Cable Solutions Division (WCS), sold a number of business groups during the year under report, with the exceptions of Business Group Automotive Cable Solutions (BG AM) and Business Group Wire Products & Solutions (BG PS), which is still in the process of being sold. WCS is a leading manufacturer of wires and conductors. Its products and services encompass wires, strands and standardised cables and special cables as well as related services for customers in the automotive sector.

Business Group Automotive Cable Solutions (BG AM) within WCS was renamed Automotive Cable Solutions (ACS) in 2023 and turned into a separate division. With its new structure LEONI is reproducing the company's almost exclusive focus on the automotive industry. The strategy of ACS is to bolster its leading position in standard and special automotive cables as well as charging cables for electric cars and, in particular, to benefit from growth markets relating to products for electromobility and autonomous driving. The focus is on stepped-up, joint development work with customers, the use of innovative technologies to generate crucial added value on the product side as well as intelligent cable solutions for technologies of the future such as electromobility. Here, ACS will focus on areas including cable solutions for charging infrastructure, high-voltage systems and battery connections.

LEONI

5.1

€ billion  
Consolidated sales 2022

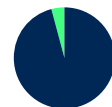


WIRING SYSTEMS DIVISION<sup>1</sup>:  
3.6 € billion  
WIRE & CABLE SOLUTIONS DIVISION:  
1.5 € billion



95,090

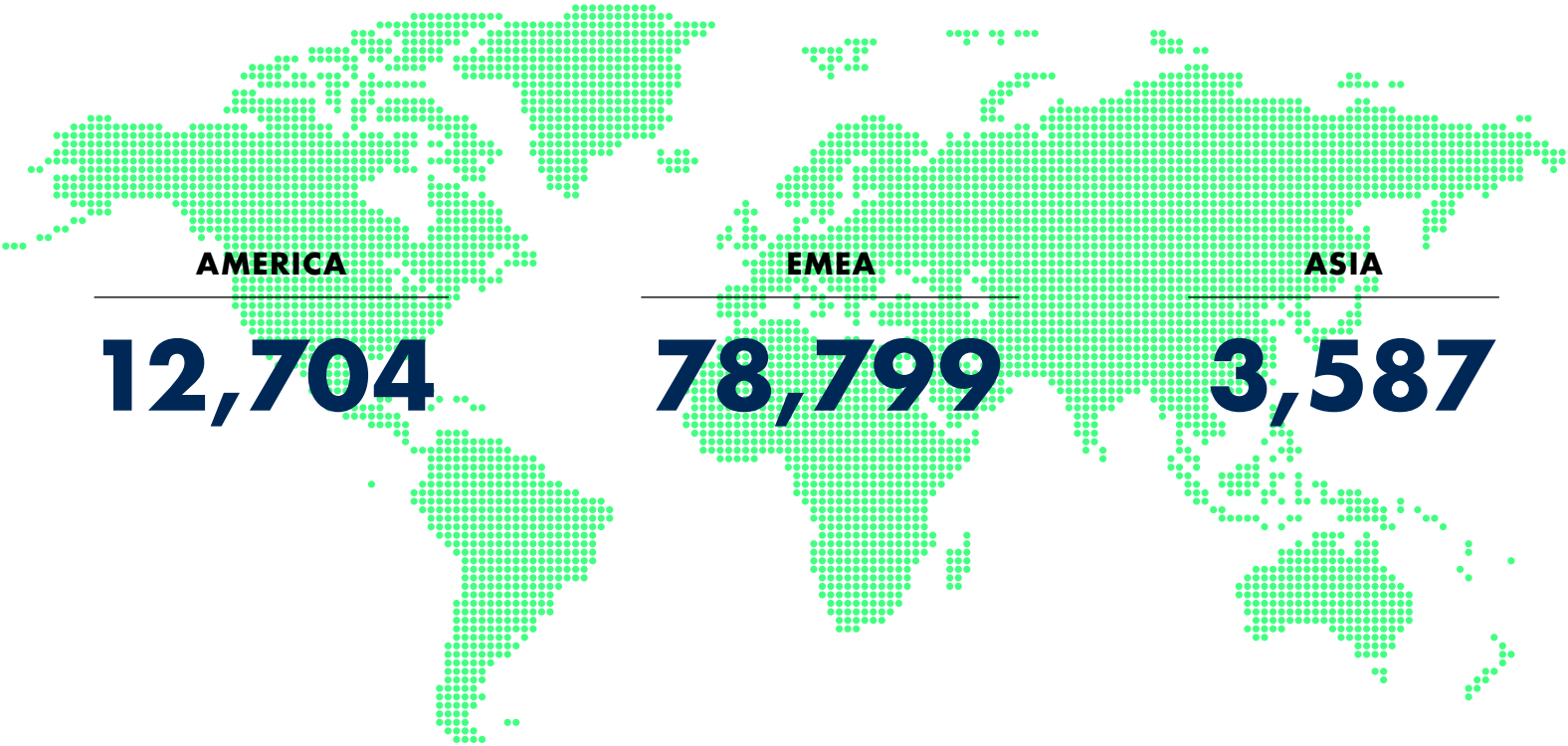
Employees 2022



WIRING SYSTEMS DIVISION<sup>1</sup>:  
91,155  
WIRE & CABLE SOLUTIONS DIVISION:  
3,935

<sup>1</sup> Unless otherwise stated, the term "Wiring Systems Division" in this report also includes the holding company LEONI AG.

# Headcount 2022



	2022	2021	2020
EMEA	82.9%	84.4%	82.6%
Germany	3.3%	4.3%	4.6%
Europe	2.0%	2.0%	2.1%
Eastern Europe	37.6%	36.5%	35.6%
Africa	40.0%	41.7%	40.3%



## EMPLOYEE STRUCTURE

	2022	2021	2020
Blue Collar (direct)	71.6%	71.5%	71.6%
Blue Collar (indirect)	12.4%	13.1%	12.7%
White Collar (indirect)	16.0%	15.4%	15.7%





**-11.1%**

**Energy consumption**  
per € million in sales  
since 2021



**-25.7%**

Consumption of  
**fossil fuels**  
per € million in sales  
since 2021



**-42.0%**

Direct **greenhouse gas emissions** (scope 1)  
per € million in sales  
since 2021



**-12.9%**

Indirect **greenhouse gas emissions** through external  
energy production (scope 2)  
per € million in sales since 2021



**-17.6%**

**Waste generation**  
per € million in sales  
since 2021



**0.25**

**Accidents at work**  
per 100 employees

## Key sustainability figures 2022

**ReWire at a glance**



**77.1%**

**Waste recycling ratio**



**34.0%**

**Women**  
in leadership positions



**48.1%**

Sites with at least  
one **social project**  
per year



**56.0%**

Qualification of all LEONI  
employees with two **learning activities** (e. g. e-learning,  
training) per year



**100%**

Production sites  
with certified environmental  
protection **ISO 14001**



**-6.0%**

**Water consumption**  
per € million in sales  
since 2021



## RESPONSIBLE CORPORATE GOVERNANCE

**LEONI places great importance on sustainable and thus future-proof business operations. This is evidenced not least by its corporate history which goes back to 1569. With our new ReWire sustainability programme launched in 2021 we have declared sustainability a key part of our corporate strategy and embedded it in all business areas along the value chain. In this way we are contributing to sustainable development in accordance with the Sustainable Development Goals (SDGs) of the United Nations.**



# Sustainability: understanding and programme

## FOCUS AREAS AND OVERARCHING TARGETS OF THE ReWire SUSTAINABILITY PROGRAMME

LEONI's understanding of sustainability is based on the vision of a future in which climate-friendly and resource-efficient mobility is accessible to all humankind. Products by LEONI are playing an important role on the path to this future as the 'nervous systems' of many vehicles. With its key components and solutions, LEONI aims to enable its customers to contribute to the mobility turnaround as well as to responsible production and value chains. The substantial deployment of material and labour needed for these products entails the responsibility to minimise emissions, be sparing with resources as well as to ensure decent working and living conditions. LEONI is therefore working on establishing transparency and circular material flows along its entire production and value chain and is committed to its employees and their environment. In this way, LEONI is positioning itself as a preferred partner for sustainable mobility.

In order to meet this goal, LEONI developed its ReWire sustainability programme in 2021, which replaces the previous Agenda 2030. It focuses LEONI's commitment to sustainability on three focus areas: **climate protection**, **material efficiency & resource conservation** and **decent work**, and it defines goals as part of the company's long-term strategy. Sustainability issues with specific, realistic roadmaps are assigned to the three focus areas, which make the progress of sustainability at LEONI measurable. The most significant new features compared with the Agenda 2030 are a CO<sub>2</sub> reduction pathway in accordance with science-based reduction targets and a sharper focus on supplier management against the backdrop of the Act on Corporate Due Diligence Obligations in Supply Chains.

## CLIMATE-FRIENDLY AND RESOURCE-EFFICIENT MOBILITY ACCESSIBLE TO ALL PEOPLE REPRESENTS OUR VISION FOR THE FUTURE.

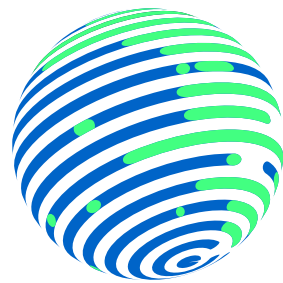
LEONI has been reporting its sustainability activities in the area of climate to the non-profit organisation CDP since 2010 and in the area of water since 2018. Moreover, since 2013 LEONI has been externally audited by rating agency EcoVadis in the following categories: environment, labour and human rights, ethics and sustainable procurement. In 2022, CDP awarded LEONI a score of C in two instances, attesting the company an increased awareness of environmental concerns and of the impact of its activities on people and ecosystems. EcoVadis awarded LEONI 67 out of a maximum of 100 points. This score puts LEONI in 92nd place, i. e. in the top five per cent of all companies assessed, which resulted in LEONI being awarded an EcoVadis gold medal, the second-highest level.

In 2022 LEONI's ReWire sustainability programme was moreover assessed by an external management consultancy. The analysis of the sustainability programme and the definition of goals revealed no obvious weaknesses compared to the company's peer group and highlighted its particular strengths

in respect of diversity and the treatment of its employees. Overall, it confirmed that LEONI aspires to meet high sustainability standards and the expectations which its customers have of the company. The defined measures designed to achieve the sustainability goals were judged to be adequate over the short and medium term and capable of development over the long term.

2022, CDP awarded LEONI a score of C.





REWIRE CLIMATE

CLIMATE PROTECTION

We consider global climate change and the related, mounting statutory and economic requirements to be part of corporate responsibility. One of the aims this involves is to reduce and avoid emissions. The largest sources of emissions at LEONI include energy sources used in generating power for our production facilities and logistics. LEONI intends to remain an attractive supplier to its customers and to contribute to the mobility turnaround through efficient use of renewable energy and environmentally friendly transport.

Key sustainability issues:

- Renewable energy and energy efficiency
- Environmentally friendly transport

Overarching goal:

Reduction of emissions aligned to science-based targets



REWIRE RESOURCES

MATERIAL EFFICIENCY & RESOURCE CONSERVATION

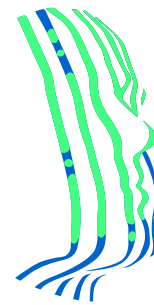
There is only limited supply of many natural resources, while worldwide demand for them is simultaneously rising. In view of the resultant shortage of resources, we are contributing by using materials efficiently and, going forward, by closing raw material cycles. At LEONI, this concerns particularly such metals as copper and aluminium as well as plastics such as PVC. LEONI is making its products environmentally and socially more compatible – while keeping quality consistently high – through responsible procurement as well as sparing use and replenishment of these materials with limited availability by deploying recycled alternatives.

Key sustainability issues:

- Responsible handling of raw materials
- Use of recycled materials

Overarching goal:

Closed product and raw material cycles and fulfilment of due diligence obligations in supply chains



REWIRE PEOPLE

DECENT WORK

Social sustainability means good working and living conditions as well as upholding internationally recognised human rights. It is especially important for our labour-intensive business that this is ensured for our employees and across our entire supply chain. At LEONI, we aim to motivate staff, make business processes efficient and promote quality of life through our commitment to people and communities in the countries where we produce.

Key sustainability issues:

- Attractive and responsible employer
- Health and safety at work

Overarching goal:

Positioning as an attractive employer and supporting local communities



# Materiality analysis

Our choice of key focus areas of LEONI is based on the materiality analysis carried out according to the requirements of the Global Reporting Initiative (GRI). As part of the analysis, LEONI initially evaluated and validated a population of potentially relevant sustainability topics and focus areas that impact at LEONI in both its upstream and downstream value chains on the environment and society.

LEONI revised the key sustainability topics of the 2030 Agenda valid prior to ReWire and partly restructured or renamed them to create the strategic basis for the future, sustainable corporate positioning. This was necessary due to new legal regulations, growing expectations of customers and other stakeholders, requirements of the specialist departments and benchmarking of new sustainability topics.

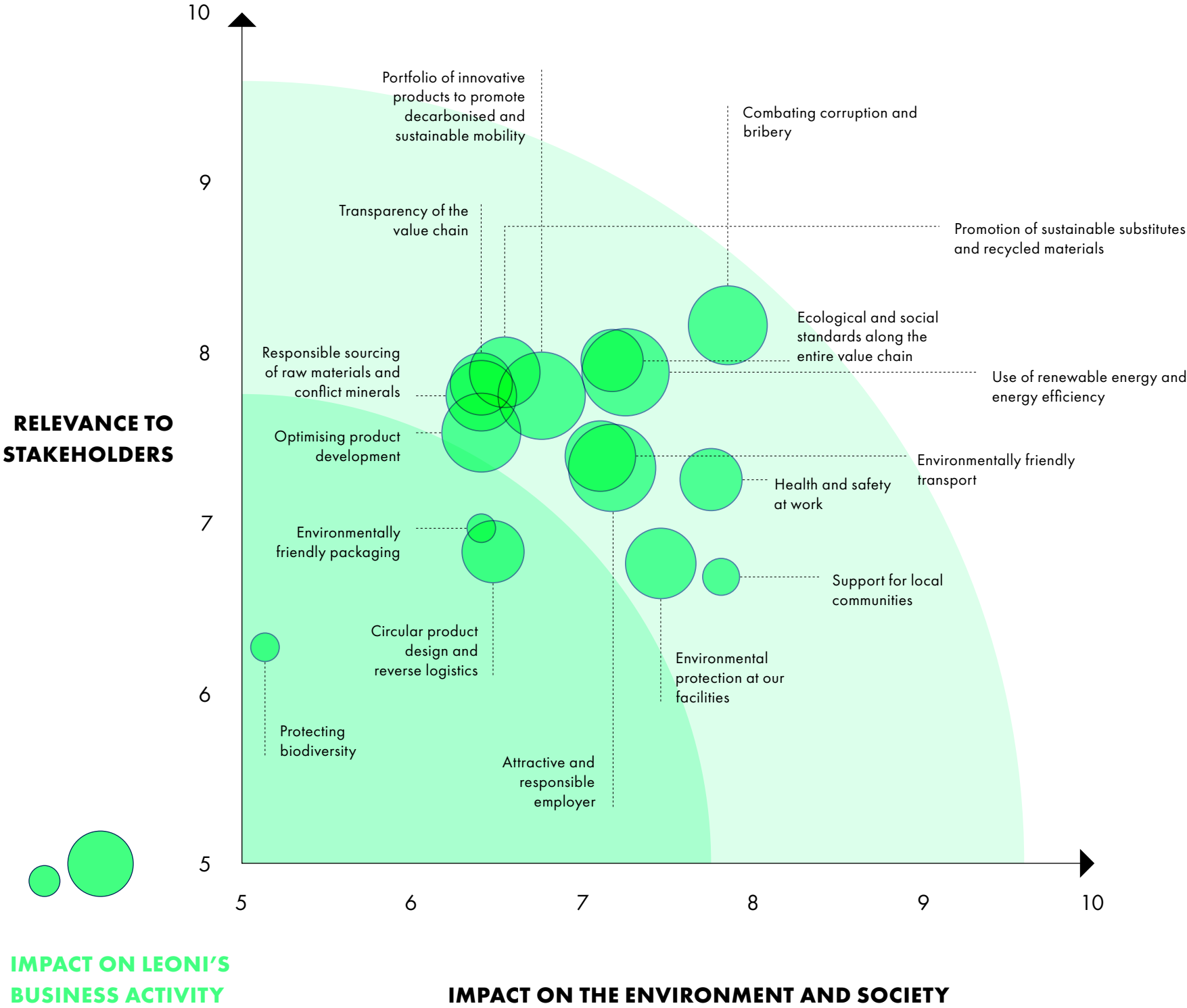
The next step involved the sustainability team and representatives of technical departments carrying out a quantitative assessment of the sustainability issues based on the three dimensions of 'relevance to stakeholders', 'impact on the environment and society' and 'relevance for LEONI's business performance'. LEONI transferred the findings into a materiality matrix and validated them in a workshop including in-house experts from the Corporate Sustainability department as well as outside sustainability consultants. They were subsequently affirmed by the Executive Board. The sustainability team subsequently developed specific, strategic targets and sustainability roadmaps for sustainability issues identified as material or especially relevant to certain stakeholders, which were likewise adopted by the Executive Board.



LEONI regularly reviews the findings of the materiality analysis to ensure they are up to date.

**THE MATERIALITY ANALYSIS IS USED TO IDENTIFY RELEVANT SUSTAINABILITY ISSUES FOR LEONI.**

# Findings of the materiality analysis



The three dimensions of ‘impact on the environment and society’ (x-axis), ‘relevance to stakeholders’ (y-axis), and ‘relevance to LEONI’s business performance’ (size of the dots) are mapped in the matrix. Our assessments of corporate strategy, our customers’ requirements and statutory provisions are incorporated in the dimension of ‘relevance to business performance’. These influences are reflected in the issues of ‘promotion of sustainable substitutes and recycled materials’ (corporate strategy), ‘use of renewable energy and energy efficiency’ (customers) and ‘ecological and social standards along the entire value chain’ (regulations).

All issues that fall entirely inside the pale green-coloured area were defined as material issues. The issues of ‘support for local communities’ and ‘health and safety at work’ were rated slightly below the materiality threshold in the dimension of ‘relevance to business performance’. Our approximately 95,000 employees worldwide are the most important pillar of our success and make the LEONI company. We therefore want to take advantage of our great reach to support our staff as well as their families and their local communities. We consequently decided as a follow-up to our materiality process to include these two sustainability issues in our ReWire sustainability programme.

In 2022, the Sustainability Steering Committee, consisting of the Corporate Sustainability department and technical experts, reviewed the findings of the materiality analysis to ensure they were up to date. A number of adjustments were made as a result. Due to rising customer requirements, the Sustainability Steering Committee defined the issue ‘environmental protection at our facilities’ as a material issue while at the same time locating the issue ‘health and safety at work’ officially above the materiality threshold; this issue was already part of the ReWire sustainability programme. The key issue ‘combating corruption and bribery’ in the sense of passive corruption and breach of trust has been added.



# Organisation and responsibility

In February 2022, primary responsibility for sustainability at LEONI was passed from the CFO (Chief Financial Officer) to the CHRO (Chief Human Resources Officer). The CHRO consults with the other members of the Executive Board to reach decisions on the commercial and strategic sustainability targets. The Corporate Ethics, Risk & Compliance department comes under the remit of the CHRO on the Executive Board. This department also encompasses our Sustainability Management, which has Group-wide responsibility for sustainability management and reports in parallel to the Supervisory Board and its Audit Committee. Sustainability Management determines the sustainability strategy, targets and governance and carries out internal and external reporting. In addition, Sustainability Management provides support in the decentralised, operational implementation of the sustainability targets and measures through the technical departments while involving our Management Areas.

The Sustainability Coordinators are the interfaces between Sustainability Management and the operational departments. In order to embed the sustainability targets in all Management Areas, Sustainability Coordinators are currently in operation in the Management Areas of Human Resources, Research & Development, Safety-Health-Environment, Strategic Purchasing and Value Chain Management. In regularly held working groups the Sustainability Coordinators exchange ideas with Sustainability Management on internal sustainability issues, projects and measures and on current developments, findings and legislation changes concerning sustainability.



**REGULAR EXCHANGES  
BETWEEN SUSTAINABILITY  
COORDINATORS FROM  
THE DIFFERENT TECHNICAL  
DEPARTMENTS ENSURE  
EFFICIENT SUSTAINABILITY  
MANAGEMENT.**

The management of the Corporate Ethics, Risk & Compliance department regularly informs the Executive Board on the latest developments and involves it in material decisions on content and measures in the area of sustainability. The relevant documents for decision-making are prepared by the central sustainability body, the Sustainability Steering Committee, whose meetings are the responsibility of Corporate Ethics, Risk & Compliance. The Sustainability Steering Committee presents the identified areas for action and target parameters in each Management Area two to three times a year, as required, and deliberates on strategic direction-setting.

The organisational structure of sustainability at LEONI enables the technical departments to exchange their knowledge with each other so they can fulfil the demands placed on them with ample capacity and in the best possible way. Since 2019, a global, digital reporting organisation has also supported this exchange of knowledge: In this context LEONI annually gathers and consolidated quantitative and qualitative sustainability data of all relevant units and locations by means of a digital questionnaire. To ensure the quality of the data its final approval is the responsibility of the management of the relevant units or, in the social sphere, the responsibility of Corporate Human Resources. LEONI's central input system enables not just the review, development and strategic alignment of the commitment to sustainability on the basis of the progress made by the units and locations – Group-wide, too, attention is drawn to the roadmaps and to ecological and social matters.

## SUSTAINABILITY SURVEY AT LEONI

In order to embed sustainability further in the consciousness of its employees, LEONI held a global training session for the first time in 2022 in the form of leadership training for executives and developed the first modules of a global sustainability e-learning course for all employees which was rolled out in the first half of 2023. Furthermore, sustainability aspects will be incorporated as success criteria in the Executive Board’s long-term incentive plan (LTI plan) from the performance period 2023 to 2025 onwards.

As a further measure to involve employees LEONI carried out an internal survey on LEONI’s sustainability programme, ReWire, in 2022. The survey was designed to establish the degree of familiarity of employees with the sustainability programme and the attitude towards sustainability both at LEONI and in general. The survey was available to download and complete by email and, for employees without a VDU workplace, also via QR codes displayed at the sites. The results of the sustainability survey show, among other things, that sustainability plays an increasingly important role at

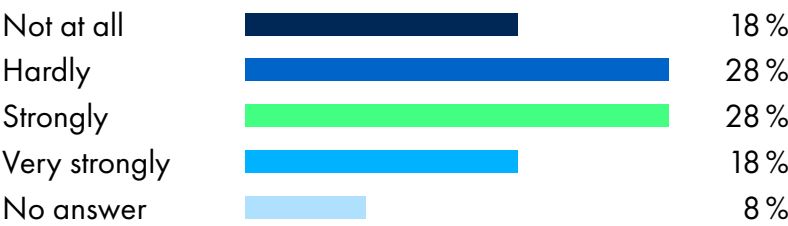
LEONI in the perception of its employees as well and that almost half of all respondents feel affected by it in their area. Furthermore, just under two-thirds of respondents view LEONI’s commitment to sustainability as strong or very strong.

64 %

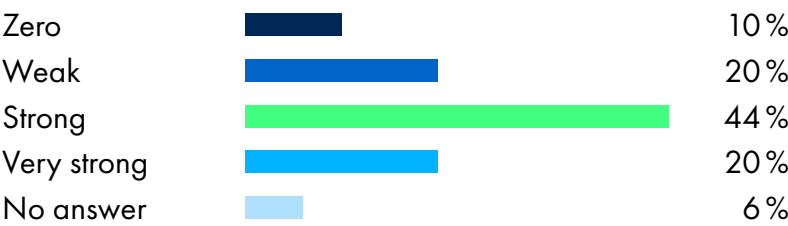
OF SURVEY RESPONDENTS VIEW LEONI’S COMMITMENT TO SUSTAINABILITY AS STRONG OR VERY STRONG.

## RESULTS OF THE ONLINE SURVEY ON ReWire AT LEONI IN 2022

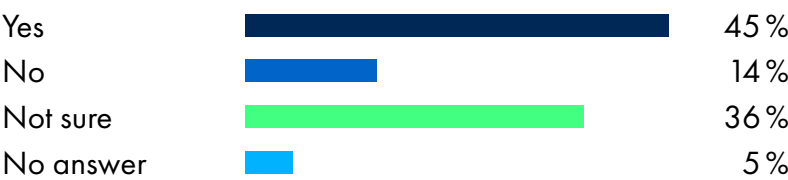
### In your opinion, has the importance of sustainability increased for LEONI?



### How do you rate LEONI’s commitment to sustainability to date?



### Does sustainability play a role in projects in your department / unit?





# Risk management and compliance

Through systematic and early identification of risks LEONI creates the basis for responsible business operation over the long term. LEONI uses a multi-stage risk management system in which the risks are recorded as well as analysed and evaluated with respect to their probabilities of occurrence and effects. Among other things, this includes natural disasters and climate risks at all of LEONI's locations. The forecasting data of external providers are used as the basis for the risk analysis. In addition, LEONI looks at abstract risks from non-financial aspects pursuant to the German Commercial Code which may impact environmental, social and employee matters.

Abstract risks are events that could potentially occur. Such events are defined by a team of risk experts and managed at corporate or division level, provided there is no obligation for the operational risk owners to report them, in order to assess the non-financial risks in the operational units in their entirety. No highly probable risks with seriously negative consequences were identified in 2022.

Integrity and compliance as elementary corporate guiding principles characterise LEONI's corporate conduct. In addition to its risk management system, LEONI uses an audited Compliance Management System (CMS) in accordance with the IDW PS 980 auditing standard to ensure its conduct is in line with regulations. The CMS serves to strengthen the compliance culture on a sustained basis and to embed rule-compliant conduct in the thoughts and actions of all LEONI employees permanently. This includes, for example, the avoidance and early recognition of

corruption, economic crime and money laundering. LEONI makes the corresponding modules on compliance guidelines, training material and business partner checks, conflicts of interest, gifts, invitations, donations, sponsorship and much more available to employees centrally via a dashboard.

Moreover, in order to raise awareness of compliance issues among employees including all executives the LEONI Social Charter and the LEONI Code of Conduct are of key importance. These sets of rules are based on external legal, market- and customer-specific requirements and on the internal company values. LEONI reviews them on an ongoing basis and updates them as required. This was the case for the LEONI Code of Conduct for Business Partners in 2022, which was expanded to include human and environmental rights and published in 2023.

LEONI also uses interactive learning formats to ensure the actions of its employees are responsible, rule-based and characterised by integrity. This includes the e-learning course on anti-corruption, which new staff members must complete as part of the onboarding process and which has to be re-taken at regular, three-year intervals. In 2021, LEONI revised its e-learning course on anti-corruption and assigned it to all employees as an exceptional measure. In 2022, 2,566 employees who were assigned the e-learning course on anti-corruption for the first time completed it successfully. This is equivalent to a completion rate of 67 per cent within the target group. Since being first assigned to employees in 2021, the revised version of the e-learning course on anti-corruption has been successfully completed by 14,623



In order to strengthen the compliance culture in a sustained manner and ensure consistently rule-compliant conduct, Compliance is working to raise awareness among employees using a variety of measures.

employees (previous year: 14,227 employees). The overall completion rate since 2021 thus comes to 90 per cent (previous year: 93 per cent). These figures relate to the active employees at 31 December of the year in question.

The Living Code is another interactive learning format. It serves to convey to staff the most important compliance principles at LEONI by means of examples, checklists, explanatory videos, charts, links and many more. The Living Code Quiz, an e-learning module developed for the Living Code, comprises the issue of anti-corruption among others. It must be completed by all active staff members in the White Collar (indirect) target group once a year. This applies to around 17 per cent of LEONI's staff. In 2022, 2,503 employees who were assigned the Living Code Quiz for the first time had successfully completed it (previous year: 2,514). This is equivalent to a completion rate of 65 per cent (previous year: 83 per cent) within the target group. Since being first assigned to employees in 2018, the Living Code Quiz has been successfully completed by 13,363 employees (previous year: 14,101 employees). The overall completion rate since 2018 thus comes to 82 per cent (previous year: 92 per cent). These figures relate to the active employees at 31 December of the year in question.

On the basis of the three-lines-of-defence model, Compliance in the second line is responsible for monitoring the compliance sets of rules and procedures in the context of compliance quality reviews. The compliance review focuses on compliance awareness, i. e. awareness-raising measures such as whistleblower management, guidelines, training and the communication coming from the Executive Board ('tone from the top'), compliance checks for example with regard to hospitality, due diligence or business partners, high-risk processes in

various units such as Purchasing, Finance, HR and Sales and special local events such as audits, reviews and special investigations.

82 %

OVERALL COMPLETION RATE  
OF THE LIVING CODE QUIZ

In addition, employees and third parties such as suppliers and customers can turn to Compliance at any time to report violations and suspected rule-breaking conduct. In addition to the usual contact channels such as email and face-to-face conversations, they can also use the Integrity Platform whistleblower system. Reporting categories geared to the Act on Corporate Due Diligence Obligations in Supply Chains allow the support of all participants along the value chain in a targeted manner. All reports are investigated and – if the suspicion is confirmed – penalised accordingly. The whistleblower system was expanded to include protection of the environment and categories relating to violations of the LEONI Code of Conduct for Business Partners in order to allow a systematic and department-specific evaluation of such cases in future.

IN 2022, LEONI CARRIED OUT, AMONG OTHERS,  
THE FOLLOWING MEASURES IN THE AREA OF  
RISK MANAGEMENT AND COMPLIANCE:

- ▶ publication of Anti-Corruption and Anti-Bribery Policy,
- ▶ adaptation and assignment of the e-learning course on anti-corruption to members of staff,
- ▶ further development of the whistleblower process, particularly with regard to human rights and the Act on Corporate Due Diligence Obligations in Supply Chains,
- ▶ expansion of the Integrity Platform whistleblower system to include protection of the environment and categories relating to violations of the LEONI Code of Conduct for Business Partners, and
- ▶ review of the LEONI Code of Conduct for Business Partners with regard to human and environmental rights issues for publication in 2023.



# Human rights

The respect and protection of human rights are among the non-negotiable foundations of a responsible way of doing business that is successful in the long term. LEONI is committed to the respect of human rights and seeks to not only avoid and punish violations of these rights along the entire value chain but to have a positive impact on the general human rights situation in its markets. To this end, LEONI has taken a variety of measures in line with legal requirements and internationally recognised standards.

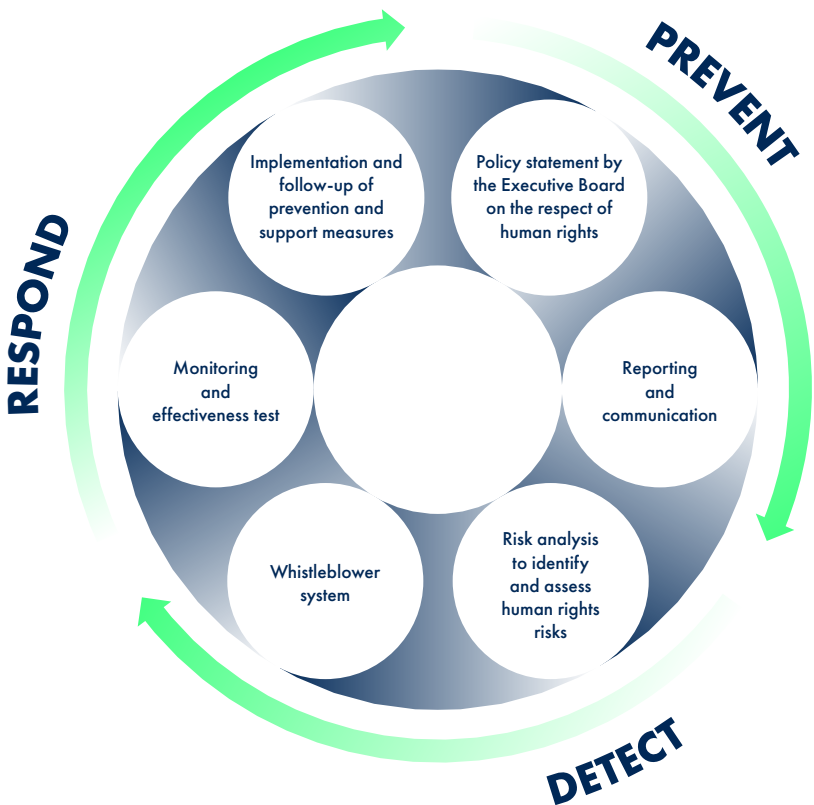
With its material-intensive production LEONI places a particularly great emphasis on human rights in the context of its business operations. Both natural and synthetic raw materials in the form of plastics and metals, such as copper, are processed in LEONI's wiring systems, cable harnesses and cables. These materials are often mined or produced in regions with social tensions where there is an increased risk of human rights violations. LEONI therefore commits its suppliers, its employees and itself in material sourcing, in particular, to transact business in an ethically and legally sound manner and to avoid being involved in violations, either directly or indirectly.

LEONI imposes human rights standards by means of clear sets of rules on the basis of the applicable laws and standards. This includes, for example, the Core Labour Standards of the International Labour Organisation (ILO) and the Act on Corporate Due Diligence Obligations in Supply Chains. One main focus of LEONI's commitment to human rights in

2022 was on comparing its existing sets of rules against the requirements of the Act on Corporate Due Diligence Obligations in Supply Chains, which has been applicable to LEONI since 1 January 2023, and to adjust and expand them where necessary.

With its General Purchasing Conditions and the **statement on upholding human rights**, updated in 2022, in accordance with the UK Modern Slavery Act, LEONI is committed to the respect and protection of human rights, the creation of transparency about the human rights situation across the entire value chain and the campaign for human rights. LEONI thus expresses its zero-tolerance policy when it comes to human rights, according to which no human rights violations are tolerated and violations sanctioned.

To ensure human rights management in line with the Act on Corporate Due Diligence Obligations in Supply Chains, LEONI created the 'Human Rights Risk Analysis at LEONI' project in 2022. As part of this project LEONI prepared the implementation of a human rights analysis for Group-wide realisation which was trialled in a pilot project in Mexico in 2022 and is being rolled out globally in 2023, and is introducing a new internal set of rules to protect human rights and ensure humane working conditions. Moreover, all active employees belonging to the White Collar (indirect) target group will be given training from 2023 to strengthen their awareness of human rights issues and socially responsible actions.



Our management system to comply with human rights due diligence obligations

## IN 2022, LEONI CARRIED OUT, AMONG OTHERS, THE FOLLOWING MEASURES IN THE AREA OF HUMAN RIGHTS:

- update of the statement on upholding human rights in accordance with the UK Modern Slavery Act,
- preparation of an internal risk analysis in the context of human rights risk management for the year 2023,
- preparation of a new internal set of rules for the protection of human rights and respect of working conditions for the year 2023 and
- preparation of an internal human rights training course for the year 2023.

# Transparency and responsibility in the supply chain

With its statement on respecting human rights in accordance with the UK Modern Slavery Act, the LEONI Code of Conduct for Business Partners and its General Purchasing Conditions, LEONI calls upon all parties involved in the value chain to uphold social and ecological standards. New suppliers of production materials must undergo a

corresponding qualification process before working with LEONI. Suppliers stipulated by customers which do not meet all of LEONI's conditions must be explicitly confirmed by the customers. Breaches by existing suppliers are not tolerated by LEONI. If a reported serious violation is confirmed, LEONI will sanction the relevant supplier with

corresponding legal and contractual consequences and the lowest possible sustainability rating of 'C'.

The General Purchasing Conditions of LEONI commit suppliers to lawful, ecologically and socially responsible conduct according to the Principles of the UN Global Compact and the LEONI Code of Conduct for Business Partners. In addition, suppliers must complete a self-assessment that, alongside delivery conditions and commercial matters, also queries measures relating to environmental protection and occupational safety measures such as ISO 14001, ISO 45001 or OSHAS 18001 certification. The certificates are regularly checked in-house and requested afresh upon expiry. Against the backdrop, among other things, of the new Act on Corporate Due Diligence Obligations in Supply Chains, the Supplier Self-Assessment (SSA) was expanded in 2022 to include human rights and ecological issues. LEONI also asks suppliers in their self-assessment to state their consent to the LEONI Code of Conduct for Business Partners.



A main focus of LEONI's commitment to sustainability in 2022 was on the human rights requirements of the Act on Corporate Due Diligence Obligations in Supply Chains.

**SUPPLIERS' SELF-ASSESSMENTS  
CREATE TRANSPARENCY FOR LAWFUL,  
ECOLOGICALLY AND SOCIALLY  
RESPONSIBLE CONDUCT.**



LEONI places great value on transparency throughout the supply chain.

In dialogue with suppliers, which took place in 2022 in the context of the LEONI Supplier Summit and bilateral talks, LEONI informed its business partners of the new self-assessment and of the other requirements they have to comply with in the context of the ReWire sustainability programme. In 2022, a further focus was on increasing the general transparency of the environmental and social standards prevailing in the supply chain. In this context LEONI started to request product-specific carbon footprints from its suppliers for production material to allow it to determine the CO<sub>2</sub> emissions in the supply chain (scope 3 emissions) more precisely. Furthermore, an external service provider audited all direct suppliers of production material and asked the main suppliers which together account for 85 per cent of LEONI's production material purchasing volume to complete a sustainability questionnaire.



**LEONI HAS SUPPORTED THE COPPER MARK INDUSTRY INITIATIVE AS A PARTNER SINCE 2023.**

LEONI will use the sustainability questionnaire in 2023 to complete the sustainability assessment of suppliers. Among other things, LEONI will look at whether suppliers comply with the LEONI Code of Conduct for Business Partners and contribute to the achievement of the targets of the ReWire sustainability programme. LEONI will call for corresponding improvement measures and, if necessary, initiate them itself. Additional measures for 2023 that were prepared in 2022 include a sustainability-related supplier risk analysis and joining the voluntary Copper Mark initiative as a partner. As part of this initiative companies and other organisations jointly commit themselves to responsible copper production and imposing the corresponding standards in their supply chains. As a pure processor without own mines LEONI cannot be officially certified by The Copper Mark, but it seeks to contribute to the success of the initiative as a committed partner and role model for its suppliers.

### **IN 2022, LEONI IMPLEMENTED VARIOUS MEASURES CONCERNING TRANSPARENCY AND RESPONSIBILITY IN THE SUPPLY CHAIN, INCLUDING THE FOLLOWING:**

- expansion of the self-assessment by suppliers to include additional questions related to sustainability,
- development and implementation of a process to assess sustainability as an element of supplier evaluation,
- communication of the ReWire sustainability programme and the ensuing expectations placed on suppliers in the context of the Supplier Summit and bilateral talks,
- start of request of product-specific carbon footprints from suppliers of production materials,
- preparation of a sustainability-related supplier risk analysis for the year 2023,
- preparation of an online training course on the Code of Conduct for Business Partners for 2023 and
- preparations for membership as a partner of The Copper Mark, a voluntary initiative for responsible copper production, in 2023.



TARGETS & PROGRESS

KEY FIGURE	TARGET FIGURE	TARGET DATE	2022 FIGURE	2021 FIGURE (BASELINE YEAR)
Proportion of production materials procured from suppliers with a sustainability self-assessment	80 %	2023	3.4 %	– <sup>1</sup>
Preparation for and definition as well as implementation of processes required by the Act on Corporate Due Diligence Obligations in Supply Chains	Completed	2023	Not completed	Not completed
Development of a sustainability auditing process for suppliers	Completed	2023	Not completed	Not completed

<sup>1</sup>The figure was not recorded up to and including 2021.

# Portfolio of innovative products



LEONI is working hard on the global development towards sustainable and environmentally friendly products and technologies.

With its products, system solutions and services, LEONI facilitates operating more energy-efficiently and being easier on resources, cutting emissions and thereby reducing environmental pollution. Such alternative drive concepts for the mobility of the future as hybrid systems, electric motors and fuel cells are key building blocks in this respect. As one of the market leaders in this field, LEONI provides integrated solutions for alternative drive systems and the infrastructure – ranging from charging cables to high-voltage cables and through to complex wiring systems.

The high proportion of cable harnesses for electric and hybrid vehicles on its order book shows how significant new mobility concepts already are for LEONI. In LEONI's Wiring System Division, their share reached about 44 per cent in respect of new orders in 2022 (previous year: 43 per cent). With its EcoSense® product line, Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023) also covers all charging cables for alternative drives that are of relevance on the market. LEONI is, furthermore, active in such other innovative fields as connected mobility, autonomous driving, automated production as well as intelligent products and services. LEONI thereby pursues the aim of driving the global development towards sustainable, environmentally friendly products and technologies further forward with needs-based solutions.

LEONI is also contributing to the sustainable mobility of the future with resource-efficient, energy-saving production and by avoiding waste. Among other ways, this is achieved by reducing conductor cross-sections and wall thickness: For example, LEONI offers copper conductors with ultra-thin wall thickness, resulting in a reduction in conductor cross-sections of up to 15 per cent. Another example is the conductors in the Adascar® Sensor product, whose cross-section was trimmed from 0.50 to 0.13 mm<sup>2</sup>. The fact that the copper content of the LEONI conductors was cut by up to 75 per cent helps save material consumption and thus also minimises vehicle consumption, if possible, through lower weight. This also reduces the carbon footprint along the entire value chain – from copper mining through to vehicle disposal.

LEONI focuses on simulative product development in order to save resources and cut emissions even before the start of production. This substantially reduces the development costs in terms of material and time, especially in the case of highly complex products such as liquid-cooled hybrid charging cables for e-vehicles. LEONI first develops these cables in the form of digital prototypes on the basis of customer requirements which relate to the cable size, capacity and temperature, the standards applicable in the area of application and the compatibility with different charging stations, cooling systems and agents, among other things.

# 44 %

**IS THE SHARE OF CABLE HARNESSES FOR ELECTRIC AND HYBRID VEHICLES IN THE ORDER BOOK OF LEONI'S WIRING SYSTEMS DIVISION IN 2022 IN VIEW OF NEW ORDERS.**

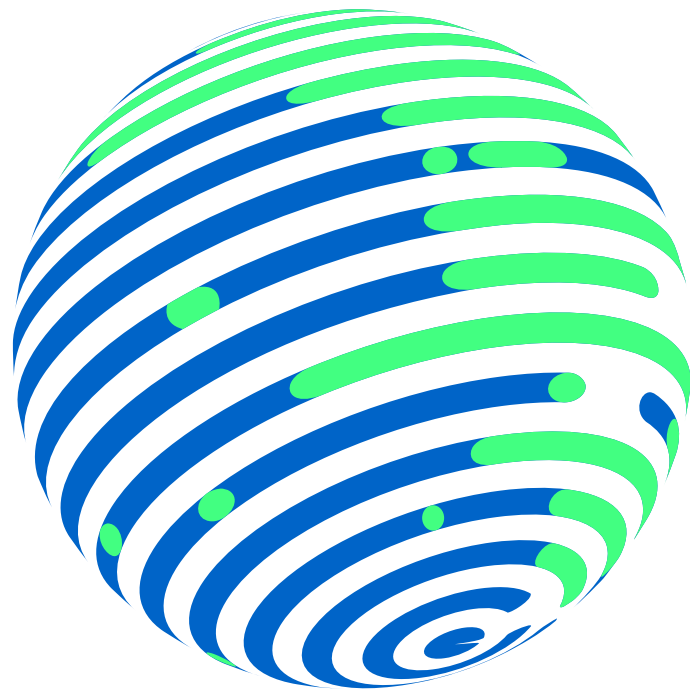


In the LEONI Simulation and Testing department the application profiles are compared against multiple digital prototypes and assessed. The most promising prototypes are then produced at LEONI production sites and tested under real-life conditions in close cooperation with the customer. The readings are processed in a central measuring system and used to get the products ready for series production and to validate and continuously improve the quality of the simulations. This enables LEONI to develop high-quality, performant and, above all, safe products with the fewest possible resources.

In 2022, LEONI used simulative product development among other things to support its customers in the successful participation in the 'Deutschlandnetz' tender of Germany's National Centre for Charging Infrastructure. The tender sought to identify efficient solutions for the nationwide expansion of the charging infrastructure in Germany and stipulated a number of charging locations and stations together with capacity and temperature limits for the charging cables. LEONI developed corresponding digital prototypes and product samples which were successfully tested and got ready for mass production. The charging cables are now in use in the charging systems of the 'Deutschlandnetz' and thus contribute to the mobility turnaround.



## CLIMATE PROTECTION



# REWIRE CLIMATE

The global effects of climate change have long made themselves felt in the form of increasingly frequent weather extremes such as droughts, heatwaves and torrential rain. To avoid the most far-reaching consequences, some of the most pressing tasks of our times include a reduction in CO<sub>2</sub> emissions and limiting global warming to well below two degrees Celsius, if possible to a maximum of 1.5 degrees Celsius, in line with the Paris Climate Agreement. As a global producer we at LEONI have a continuous responsibility to make our contribution to climate protection and to be a role model in our collaboration with our suppliers. We are putting LEONI on the right path with operational measures as part of our ReWire sustainability programme.

### OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT



ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL



MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE



TAKE URGENT ACTION TO COMBAT CLIMATE CHANGE AND ITS IMPACTS



Solar roofs play a major role when it comes to sustainable electricity supply of LEONI's sites.

# MOVING TOWARDS CARBON NEUTRALITY

OUR SCIENCE-BASED REDUCTION TARGETS REQUIRE US TO USE THE ENERGY WE NEED FOR OUR BUSINESS OPERATIONS AS EFFICIENTLY AS POSSIBLE AND TO SOURCE ELECTRICITY EXCLUSIVELY FROM RENEWABLE ENERGY VERY SOON. WE ARE THEREFORE TAKING MEASURES AT OUR SITES ALL AROUND THE WORLD ON AN ONGOING BASIS IN ORDER TO LOWER OUR ENERGY DEMAND AND TO COVER IT IN A CLIMATE-FRIENDLY WAY. HERE ARE A FEW EXAMPLES TO ILLUSTRATE HOW WE GO ABOUT IT.



## LEONI IS INCREASINGLY RELYING ON ITS OWN POWER PLANTS, ESPECIALLY SOLAR SYSTEMS.

**E**nergetic optimisation and the fully renewable electricity supply of our sites by 2030 are among the key milestones on the path towards carbon neutrality at LEONI. To illustrate what this means at an operational level we will first look at the site of ACS in Roth. Here, we took a variety of measures in 2022 designed to make the energy-intensive cable production more climate-friendly and thereby contribute to the achievement of our science-based emission targets.

### ENERGY-SAVING MEASURES FOR THE ENVIRONMENTALLY FRIENDLY VENTILATION AND HEATING OF OUR SITE IN ROTH

The Roth site is equipped with heating, ventilation and air conditioning systems (HVAC systems) and with heat recovery systems to ensure environmentally friendly ventilation and heating of the production plants. In 2022, we retrofitted them with disinfection systems which use far-UVC light to remove potential airborne pathogens. This meant that the heat recovery systems were fully operationalised for the first time since

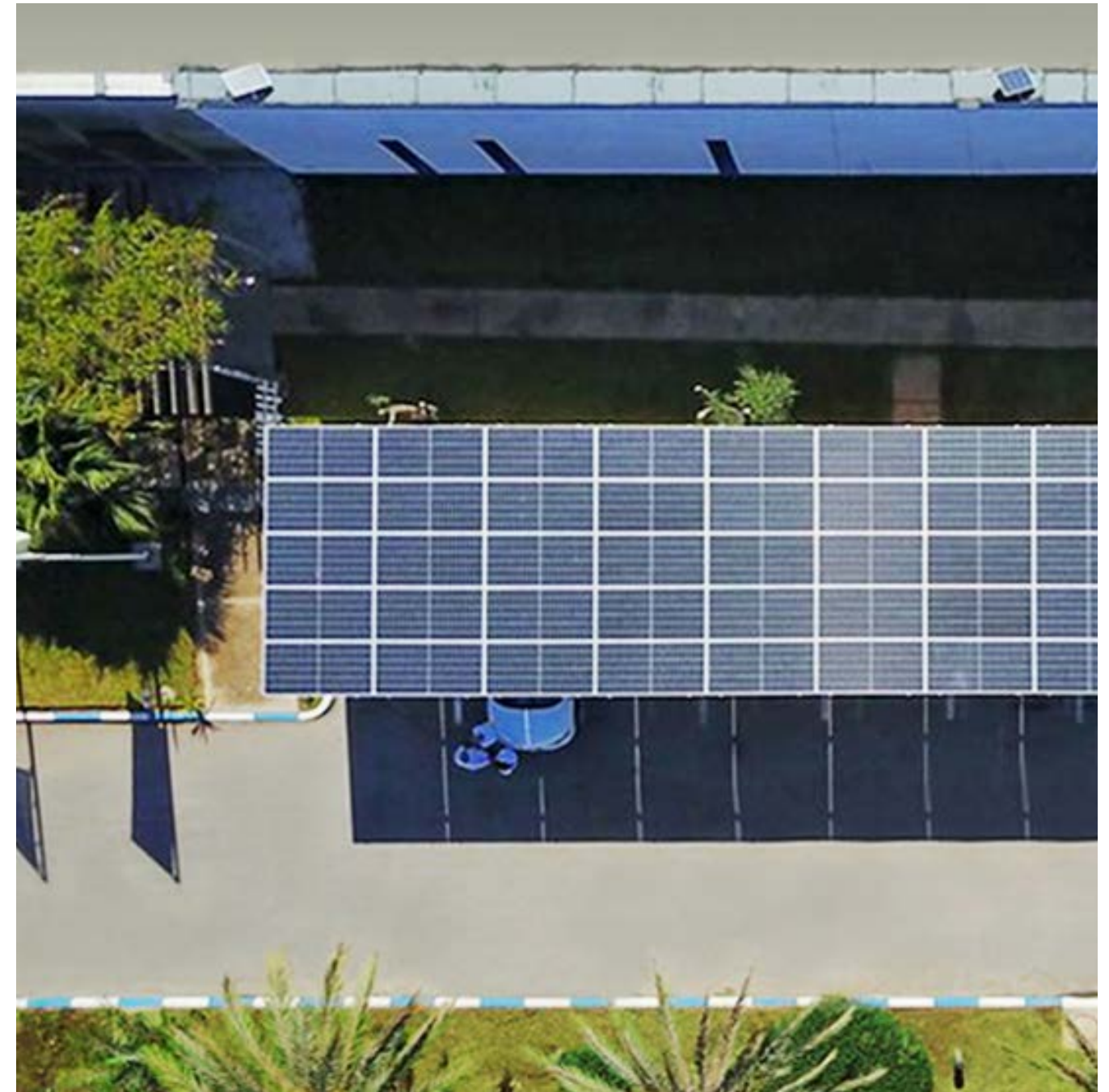
the outbreak of the Covid-19 pandemic to save up to 80 per cent of external heating energy.

In order to optimise the HVAC systems further in energetic terms we made changes to the heat generation strategy allowing us to operate the systems up to the frost line temperature of four degrees Celsius without the need for additional external energy. By suppressing preheating below the frost line temperature we were able to increase the use of heat recovery. To avoid the preheater freezing, the fresh air is mixed with waste heat from production prior to preheating.

Another measure in the area of heating and cooling supply we undertook at our site in Roth in 2022 is adjusting the heating and cooling curves in the office area and the warehouse temperature. In the former, this measure led to a reduction in energy consumption of around twelve per cent, and in the latter, one of around 25 per cent. The changes made to the heating and cooling strategy have also enabled us to increase the running time of the block-type

thermal power station, which is limited depending on demand, to 7,000 hours per year. Moreover, since 2022 the water flow rate in the cooling system has been regulated depending on the power requirement of the PVC tower, as a result of which we were able to reduce the mass flow and thus the drive energy requirement of the pumps substantially.

The gradual relocation of one production facility in Roth to a new site marked another important development in 2022 which has had a positive impact on energy consumption. In the course of the relocation we focused the remaining production facilities in Stieberstrasse and heated them in a targeted manner, as a result of which we were able to separate the building parts no longer required from the heating system gradually.



Solar systems at the LEONI site in Morocco



# EFFECTIVE MEASURES SUBSTANTIALLY REDUCE ENERGY CONSUMPTION.



LEONI focuses on sustainable power.

## POWER FROM RENEWABLE ENERGY PRODUCED EXTERNALLY AND IN-HOUSE

The switch to sustainable power supply at LEONI is in full swing: Among other things, we have been sourcing electricity exclusively from renewable energy at the German ACS sites in Halver and Roth and that of WSD site in Kitzingen since 2022. They are added to the list of sites which have already achieved our science-based goal to use exclusively renewable electricity by 2030. Alongside the stated locations this list also includes all WSD sites in Brazil, Italy, Mexico, Paraguay and Serbia together with several facilities in Romania. The global share of renewable energy in our total energy consumption came to around 25 per cent in 2022.

To expand the sustainable power supply of our sites further, going forward we aim to rely not just on external providers but also increasingly on our own power stations. Solar roofs play a major role in this respect. We have been able to

implement relevant projects at WSD and carried out a corresponding feasibility study for ACS in 2022. The findings were generally positive. Before we can equip the roofs, we must examine the roof statics together with contractual and insurance related aspects.

Provided that no construction-related or legal reasons prevent photovoltaic systems from being installed, our sites in particularly sunny countries are predestined for the production of our own solar power. They include our facilities in Berrechid and Bouznika in Morocco, whose solar project we presented in the 2021 Sustainability Report. The systems there were operationalised in July and November 2022, respectively. They have been covering the entire power requirement during an average of nine and a half hours of sun per day and generated around 15 per cent of the electricity consumed during the year under report. Starting the following year this figure will rise to around 50 per cent while the total share of renewable energy is expected to increase gradually to 80 per cent by 2025.

Our site in Hermosillo and the two sites in Mérida, Mexico, were also fitted with solar roofs in mid-2022 while unfortunately the photovoltaic systems of our two facilities in Badr and Nasr City, Egypt, had to be deinstalled for the whole of the year in order to carry out necessary roof repairs. The systems were operationalised on completion of the repair work in January 2023, and the power they generate will be fed into the public grid on production-free days. In this way our solar power also contributes to the switch to renewables beyond the company's borders.

# Renewable energy and energy efficiency

Protecting the climate at LEONI is a joint task of all employees which is brought into the company by the Executive Board and as part of the ReWire sustainability programme and the corresponding sets of rules. In addition, the central responsibility for climate protection lies with the Safety-Health-Environment (SHE)<sup>1</sup> departments, which advance it in strategic terms. At local level, local SHE managers are deployed. As part of the continuous improvement process (CIP) they implement measures to reduce greenhouse gas emissions and additional environmental consequences, taking the local situation, special infrastructure characteristics and regulations into account. In this process, LEONI draws on certified environmental and energy management systems in accordance with internationally recognised standards. In 2022, 100 per cent of LEONI's production sites had an environmental management system according to ISO 14001 in place.

The measures are led by LEONI's ReWire sustainability programme, which stipulates a long-term CO<sub>2</sub> reduction path for LEONI inspired by science-based targets: Between 2021 and 2030, scope 1 and 2 emissions are due to be cut by 38 per cent and scope 3 emissions by 23 per cent. The company's long-term target provides for a 90 per

**WITH ON-SITE  
E-CHARGING  
STATIONS WE  
SUPPORT OUR  
EMPLOYEES AND  
VISITORS IN THEIR  
USE OF LOW-EMIS-  
SION VEHICLES.**

cent reduction in its greenhouse gas emissions by 2050 when compared with the baseline year of 2021 and to offset them in full from 2045 onwards. This path is in line with the climate science findings on how global warming can be reduced to 1.5 degrees Celsius above pre-industrial levels. The key measures to achieve the goals include the switch of all sites to 100 per cent electricity from renewable energy by 2030 and a continuous increase in energy efficiency.

In 2022 LEONI used some 89 megawatt hours<sup>2</sup>, around eleven per cent less energy per million euros in sales than in the previous year (100 megawatt hours). Total consumption came to 454,718 megawatt hours (previous year: 513,556 megawatt hours). Scope 1 and 2 emissions came to 151,334 tonnes of CO<sub>2</sub> equivalents (previous year: 186,296 tonnes of CO<sub>2</sub> equivalents). 47 tonnes of CO<sub>2</sub> equivalents were emitted when burning bioethanol and wooden pellets (previous year: 94 tonnes). Recorded scope 3 emissions came to 572,252 tonnes of CO<sub>2</sub> equivalents (previous year: 618,523 tonnes of CO<sub>2</sub> equivalents). The following three categories were recorded: purchased goods and services (for two materials), indirect fuel and energy-related emissions, and business travel.

With renewable energy and energy efficiency we contribute to a more sustainable future.



<sup>1</sup> At ACS called Health-Safety-Environment (HSE).

<sup>2</sup> Energy consumption and the emissions data were calculated using the annual sustainability query of LEONI sites. It covers all operational units and all sites with at least 30 employees, i. e. 95 per cent of consolidated sales.

FURTHER DEVELOPMENT OF CO<sub>2</sub> BALANCING IN 2022

To allow the development of suitable measures to reach the science-based reduction targets, it is necessary to calculate the full carbon footprint of LEONI. At present, this cannot be done because emissions in the upstream and down-stream supply chains (scope 3), in particular, are not recorded in full. For this reason, LEONI implemented a project in January 2022 which seeks to prepare a balance sheet of all of LEONI's greenhouse gas emissions.

At the start of the project the status quo was examined using the carbon foot-print calculated for the year 2021. As part of this process, the completeness, materiality and plausibility of the available figures and categories within the meaning of the Greenhouse Gas Protocol and the report's requirements were audited. The results are based on a gap analysis. From this followed specific improvement measures such as a materiality analysis in order to expand CO<sub>2</sub> balancing in the scope 3 area.

Emissions at LEONI in 2022



<sup>1</sup> The presentation did not take into account an adjustment of the scope of consolidation with regard to companies sold in 2022.

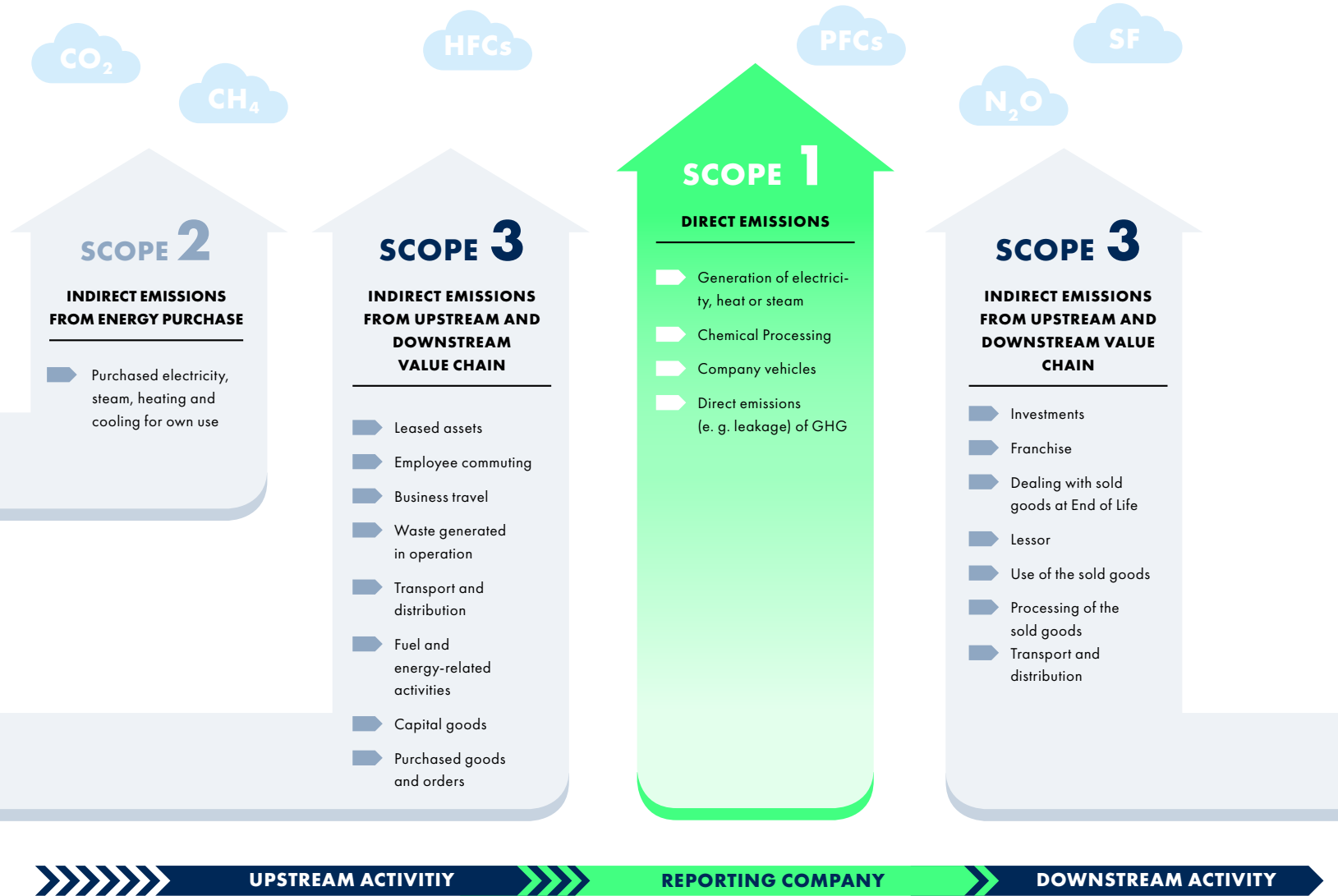
IN 2022, LEONI CARRIED OUT, AMONG OTHERS, THE FOLLOWING MEASURES IN THE AREA OF RENEWABLE ENERGY AND ENERGY EFFICIENCY:

- switch of all sites in Serbia to electricity supply from renewable energy,
- switch of all German sites of Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023) to electricity supply from renewable energy,
- installation of photovoltaic systems at the sites of the Wiring Systems Division (WSD) in Berrechid and Bouznika, Morocco, and in Hermosillo and Mérida, Mexico,
- a feasibility study for the installation of photovoltaic systems at the ACS sites and
- switch to LED lighting at the site in Lacanthe, France.



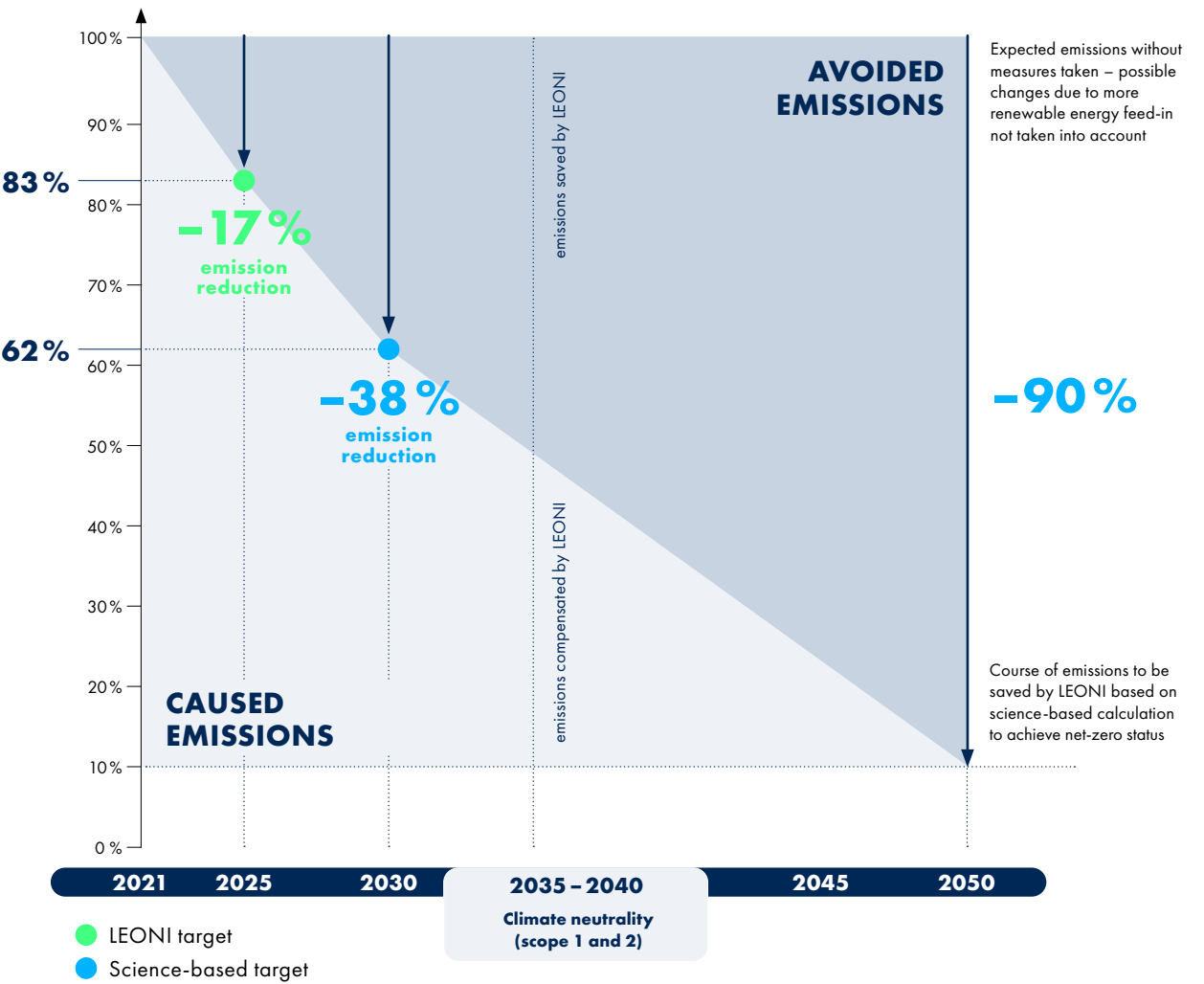
# LEONI's science-based reduction targets (baseline year 2021)

## How does the Greenhouse Gas Protocol work?



The diagram shows the three scopes according to the Greenhouse Gas Protocol. LEONI causes scope 1 emissions e. g. through the burning of gas and heating oil and scope 2 emissions through the purchase of energy, e. g. in the form of electricity. scope 3 emissions are recorded in 15 different categories that occur in LEONI's value chain.

## Reduction of LEONI's scope 1 and 2 emissions



LEONI has calculated a reduction plan to reduce its scope 1 and 2 emissions and to contribute to the 1.5 degrees Celsius target. Accordingly, LEONI aims to save 17 per cent in emissions by 2025 and 38 per cent by 2030 compared to the baseline year 2021. Through continuous reduction measures LEONI plans to cause 90 per cent fewer emissions by 2050 when compared with 2021. In order to become carbon-neutral between 2035 and 2040, from 2035 onwards emissions which cannot be saved will be offset by certificates. The targets for 2030 and 2050 follow science-based calculations in line with the 1.5 degree Celsius target.

### TARGETS & PROGRESS

KEY FIGURE	TARGET FIGURE	TARGET DATE	2022 FIGURE	2021 FIGURE (BASELINE YEAR)
Reduction of scope 1 and 2 emissions	– 17.0 % – 38.0 % <sup>1</sup>	2025 2030 <sup>1</sup>	– 18.8 %	Newly defined target
Reduction of scope 3 emissions	– 10.0 % – 23.0 % <sup>1</sup>	2025 2030 <sup>1</sup>	– 7.5 % <sup>2</sup>	Newly defined target
Reduction of scope 1 to 3 emissions	– 90.0 %	2050	– 10.1 % <sup>2</sup>	Newly defined target
Renewable share of electricity used	80.0 % 100 % <sup>1</sup>	2025 2030 <sup>1</sup>	25.6 %	Newly defined target
Carbon neutrality (scope 1 and 2) <sup>3</sup>	achieved	2035–2040	not achieved	not achieved
Carbon neutrality (scope 1 to 3) <sup>3</sup>	achieved	2045	not achieved	not achieved

<sup>1</sup> In addition to the milestones for 2025, LEONI has defined science-based targets for 2030.

<sup>2</sup> The scope 3 emissions are currently recorded only in part. Carbon accounting is in the process of being developed.

<sup>3</sup> By offsetting emissions which are currently inevitable

### WHAT ARE SCIENCE-BASED TARGETS?

The concept of science-based targets (or SBTs) stems from the Science Based Targets initiative (SBTi), a joint project of the CDP, UN Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). The initiative supports companies when it comes to defining emission reduction targets that are based on climate science, i. e. targets which contribute to limiting global warming to well below two degrees Celsius and, if possible, 1.5 degrees Celsius above pre-industrial levels, in line with the Paris Climate Agreement. This is designed to prevent the most serious effects of climate change and help shape business models in a future-proof manner.

LEONI has developed its science-based emission targets following the SBTi criteria. LEONI is aiming to join the SBTi within the coming years.

# Environmentally friendly transport

The transport of LEONI’s product materials and products causes greenhouse gas emissions – the more emissions, the further distances are travelled. Due to the global value chain, transport management plays a major role for LEONI. For this reason, LEONI is already working on various optimisation measures that also contribute to reducing CO<sub>2</sub> emissions.

These measures include the combining of shipments and utilisation of cargo space and choosing climate-friendly means of transport such as rail where sufficiently frequent, fast and economical connections are available. In order to keep transport distances short, LEONI prefers purchasing from regional suppliers and places importance on manufacturing products as close as possible to the customer following their market launch. It uses returnable load carriers during transport that circulate between LEONI’s own locations and customer locations over a period of several years. Here, a distinction is made between small-load carriers, which are mostly made of plastic, and bulk carriers which are made from wood as a renewable resource.

Since 2019, LEONI has, among other actions, localised the production of its Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023) for the Chinese and Mexican markets, thereby avoiding about 296 tonnes of transport emissions in 2022. Then again, these efforts were made more difficult in 2022 due to the semiconductor crisis, the war in Ukraine and the associated changes by LEONI’s customers to production schedules and disruptions to global supply chains and transport networks. A large volume of special freight in inbound and, in particular, outbound transports was therefore required to maintain production and logistics for LEONI customers.

## IN 2022, LEONI IMPLEMENTED VARIOUS MEASURES IN ORDER TO ENSURE ENVIRONMENTALLY FRIENDLY TRANSPORT, INCLUDING THE FOLLOWING:

- localising production at the sites of Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023) in China and Mexico and
- switching inbound transports from China to transport by rail.

## TARGETS & PROGRESS

KEY FIGURE	TARGET FIGURE	TARGET DATE	2022 FIGURE	2021 FIGURE (BASELINE YEAR)
Completion of logistics emissions data	Completed	2023	Not completed	Not completed

Further activities and targets for the sustainability measure of environmentally friendly transport will be defined over the coming years.



## MATERIAL EFFICIENCY & RESOURCE CONSERVATION



## REWIRE RESOURCES

The production of wiring systems and cables is raw material-intensive. That makes it all the more important for LEONI to use material resources as sparingly as possible and to reuse them. Together with our customers and suppliers, we are developing new solutions to make our products easier on the environment and our climate. Moreover, we are committed to improving the often still poor ecological and social conditions prevailing in copper mining, for example.

### OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT



ENSURING SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS



STRENGTHENING THE MEANS OF IMPLEMENTATION AND FILLING THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT WITH NEW LIFE



LEONI is using ever more recycled materials like plastics and copper in the production of its cables.

# LESS PLASTIC AND COPPER, MORE RECYCLING

**LESS PLASTIC AND COPPER, MORE RECYCLING: THIS IS OUR MOTTO AT LEONI TO HELP MINIMISE THE CARBON FOOTPRINT OF THE MATERIALS USED IN OUR PRODUCTS. THAT IS WHY, AT LEONI, WE ARE LOOKING IN DEPTH AT ALTERNATIVE MATERIALS AND MANUFACTURING PROCESSES TO SYSTEMATICALLY DEVELOP MORE ENVIRONMENTALLY FRIENDLY WIRING SYSTEMS, CABLE HARNESSES AND CABLES.**



**A**t present, LEONI uses recycled materials primarily in the form of plastics. We are already making particularly such simple, purely functional components as cable conduits from 100 per cent recycled input product. We also use secondary copper. Given the high proportion of copper in our cables and cable harnesses of up to 80 per cent, the benefit to our carbon footprint is especially great in this area.

The biggest challenge in developing products to include recycled material is ensuring that they withstand the strains where they are deployed.

Recycled materials are often less flexible and durable or have less tensile strength than conventional alternatives, which has a negative impact on the features of connectors and cable insulations, for example. For each specific use case we must therefore scrutinise very carefully whether the physical requirements are met by a certain material or whether they might possibly be lowered. For safety-relevant components, in particular, such compromises need to be considered carefully.

A higher percentage of recycled material is often also in contradiction to a lower material usage: for

example, reducing the cross-section of a cable as much as possible requires particularly high-grade, pure copper. This is difficult to achieve if suppliers obtain secondary copper from a variety of sources. In such cases it may be more useful to prioritise the material efficiency across the entire product life cycle instead of a high recycled material content. Alongside resource-saving production this also includes, for example, new types of product architecture which allow the replacement of individual components in the event of a defect instead of replacing entire modules and cable harnesses.

### **‘GREEN HARNESS’ PROJECT EVALUATES ALTERNATIVE MATERIALS AND PRODUCTION METHODS**

It is precisely these issues we are looking at as part of our ‘Green Harness’ project, the main goal of which is to develop more sustainable wiring systems at LEONI. In 2022 we successfully continued the project on which we reported in our previous sustainability report and reached further important milestones. Of particular note are the market analysis we conducted to look at recycled plastics, bioplastics and alternative production methods for their suitability for LEONI, and the systematic integration of sustainabil-

ity criteria into our development processes. We are launching a software with substantially enhanced emission calculation functions in 2023.

The market analysis allowed us to identify various plastics that are more environmentally friendly and are possible candidates for our products with equivalent functionality and quality, and we tested them under practical conditions in our production plants. Encouragingly, they also include inexpensive materials which offer not only ecological but also economic advantages over conventional alternatives. In addition, we established an injection moulding process which reduces the required quantity of plastic by up to twelve per cent as the most promising option to increase the material efficiency of our products. We are currently looking at whether and how this process can be integrated into our production processes.

## **GREEN HARNESS: DEVELOPMENT OF SUSTAINABLE WIRING SYSTEMS AT LEONI**

The market analysis was supplemented by the thesis of a graduate of the Wiring Systems Development course at Landshut University with which we are cooperating closely. The thesis examined the impact of different percentages of recycled material on the carbon footprint of cable harnesses to determine which materials offer the greatest potential for reducing emissions. Another thesis which looks at recycling concepts for cable harnesses is in process.

### **MORE THAN 20 SUSTAINABILITY CRITERIA IN PRODUCT DEVELOPMENT**

The analysis results were incorporated into the definition and integration of over 20 sustainability criteria into LEONI’s product development, including the carbon intensity of the materials used. Our development software automatically highlights savings potentials, which can be used for example by reducing con-

ductor cross-sections. Since we currently only have around ten per cent of the required precise emissions data from our supply chain, only initial indications are possible at present. One focus of the ‘Green Harness’ project will thus continue to be on improving and standardising the data pool in cooperation with our suppliers.

According to our project plan, we will identify an increasing number of use cases for alternative materials going forward and offer our developers and our customers the necessary support to reduce the carbon footprint of our products and thus of the vehicles on our roads.



Examination of recycled plastics and bioplastics and of alternative production methods to determine their suitability for LEONI and the systematic integration of sustainability criteria in our development processes



# Responsible handling of raw materials

LEONI is relying on a mixture of central guidelines and individual responsibility for the increasingly efficient use of raw materials. The former includes the management principle of the continuous improvement process, also known as Kaizen, which among other things aims to increase material efficiency steadily and on a sustained basis. The continuous improvement process is used in Production & Efficiency Management (PEM) at Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023), for example, in order to optimise production and internal and external logistics flows by means of the Kaizen production system and total flow management. Hands-on training and workshops enable employees to use the systems under their own responsibility and to develop new efficiency-enhancing measures.

One such measure initiated in the Wiring Systems Division (WSD) in 2022 is the potential use of the MuCell® process in the production of plastic moulded components. This injection moulding process involves adding a gas such as carbon dioxide or nitrogen to the component, as a result of which up to twelve per cent less plastic is required. This also reduces the weight of the end product, which has a beneficial impact

on the range of e-vehicles, among other things. It is not least due to the fact that it is suitable for conventional injection moulding machines that the process was selected from a series of alternative production methods as part of the 'Green Harness' project to develop corresponding use cases for LEONI in the further course of the project.

Alongside plastics (PVC), it is mainly copper which is used in large quantities at LEONI. In 2022, LEONI purchased about 127,000 tonnes of copper and 14,800 tonnes of PVC. This means that purchasing volumes were reduced by around seven and five per cent, respectively, compared to the previous year – with more or less unchanged sales, also in relation to the company's size. At the same time, the waste generated shrank by around 17 per cent to 38,400 tonnes and thus below the level of the pandemic year 2020 that was marked by the lockdown. 92.9 per cent of waste was non-hazardous, in other words, it was recyclable or reusable in other ways. This non-hazardous waste originated from production (73.3 per cent) and other activities such as office or canteen operations (26.7 per cent). The remainder was hazardous waste created during the disposal of wire drawing coolants, electroplating, oil and lubricant waste, for example.

## IN 2022, LEONI IMPLEMENTED VARIOUS MEASURES IN ORDER TO ENSURE THE RESPONSIBLE HANDLING OF RAW MATERIALS, INCLUDING THE FOLLOWING:

- integration of systematic analyses of potential reductions of conductor cross-sections into product development,
- procuring a machine for the central recycling of copper scrap in Romania,
- initiating a thesis to determine the recycling potential for cable harness components as part of the cooperation with Landshut University,
- testing alternative, material-saving production methods for their suitability for LEONI and the selection of the injection moulding process MuCell® for further tests, and
- ongoing optimisation of production processes in order to reduce the use of resources.

### PURCHASING VOLUMES OF RAW MATERIALS<sup>1</sup>

	Copper	PVC
2021	26.8	3.4
2022	24.9	2.9

### WASTE GENERATION<sup>1</sup>

2021	9.1
2022	7.5

<sup>1</sup>t/€ mill. in sales



Copper spool in the production process at the Roth site

# Use of recycled materials

Since the use of recycled materials was defined as a key element of the ReWire sustainability programme in 2021, LEONI is increasingly working with its customers and suppliers to develop and manufacture products whose share of recycled materials is as high as possible. At present, some of the copper used by LEONI is supplied by one of the world’s largest secondary copper producers whose cathodes contain up to



Copper is of great importance for all LEONI products.

30 per cent recycled materials. This material is of particular significance to LEONI’s environmental balance sheet on account of the products’ high copper content.

For the increasing use of recycled materials at LEONI an important basic requirement is that the secondary raw material share of purchased materials must be recorded reliably. LEONI made a major step in 2022 through the use of current databases. The data is not yet fully recorded but is being completed and standardised gradually in collaboration with suppliers.

Alongside data recording, the focus during the year under report was on identifying suitable recycled plastics for LEONI and suppliers able to provide these materials permanently in sufficient quantities and while keeping quality consistently high and at economic conditions. It is only when these requirements are met that products from recycled plastics are considered for series vehicles of LEONI’s customers. To get use cases for the most promising materials that were developed in collaboration with customers ready for mass production they are tested under real-life conditions.

## IN 2022, LEONI IMPLEMENTED VARIOUS MEASURES IN ORDER TO ENSURE THE USE OF RECYCLED MATERIALS, INCLUDING THE FOLLOWING:

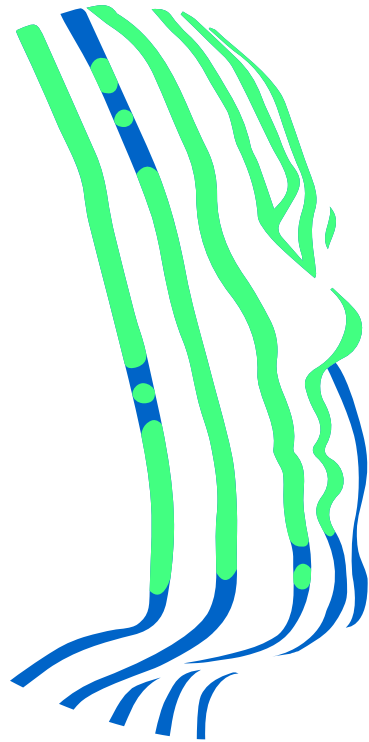
- integration of systematic analyses of potential CO<sub>2</sub> reductions through the use of secondary materials into product development,
- launch of a database to record the secondary raw material share by suppliers of Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023),
- testing of recycled plastics for their suitability for LEONI, identification of corresponding use cases (e. g. cable conduits) in cooperation with customers and their practical verification,
- testing of potential recycled and bio-based alternative materials as part of a market analysis,
- establishment of potentials to reduce the carbon footprint of cable harnesses through the use of secondary materials in a thesis as part of the cooperation with Landshut University, and
- analysis of series cable harnesses for possible solutions.

## TARGETS & PROGRESS

KEY FIGURE	TARGET FIGURE	TARGET DATE	2022 FIGURE	2021 FIGURE (BASELINE YEAR)
Recording of secondary raw material share	Completed	2023	Not completed	Not completed

Further activities and targets for the sustainability measure of recycling will be defined over the coming years.

## DECENT WORK



# REWIRE PEOPLE

**At LEONI, around 95,000 employees contribute to the mobility of the future. Offering good working conditions for them is a key success factor for LEONI and at the same time an important part of our social responsibility. To meet this responsibility we are continuously taking measures to remain attractive and future-oriented as an employer and to promote the health and safety of our employees.**

### OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT



ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR EVERYONE AT ALL AGES



ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS



PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL



# THE LEONI FAMILY – INCLUSIVE-NESS AND CAREER PROSPECTS

THE WORKPLACE IS AN IMPORTANT PART OF OUR SOCIAL AND PERSONAL LIVES. WORK CREATES SOCIAL PARTICIPATION AND IT BRINGS PEOPLE TOGETHER. UNFORTUNATELY, ACCESS TO WORK IS OFTEN BARRED FOR PEOPLE WITH DISABILITIES. AND YET, AN INCLUSIVE HUMAN RESOURCES POLICY IS BENEFICIAL TO EVERYONE: THOSE AFFECTED, EMPLOYEES AND COMPANIES. AT LEONI WE ARE ACTIVELY COMMITTED TO THE TASK, INCUMBENT ON SOCIETY AS A WHOLE, OF ENSURING PEOPLE WITH DISABILITIES ARE INCLUDED IN WORK. HOW THIS CAN BE DONE IS DEMONSTRATED BY OUR SITES IN EGYPT: HERE, WE EMPLOY DEAF PEOPLE AS FULLY FUNCTIONAL STAFF MEMBERS AND THEREBY PROMOTE DIVERSITY AT THE WORKPLACE. WE TALKED ABOUT THIS WITH MOHAMED AMINE BACHA, HEAD OF HR AT LEONI WIRING SYSTEMS EGYPT.



Mohamed Amine Bacha, Head of HR at LEONI Wiring Systems Egypt, on the right in the photo, in conversation with a deaf person and an interpreter

**Mr. Bacha, how did the decision to employ people with disabilities come about?**

**Mohamed Amine Bacha:** Leaving aside the fact that companies with more than 20 employees are legally obliged in Egypt to fill at least five per cent of their positions with people with disabilities, inclusiveness is of particular importance to us. As early as 2004 we at LEONI in Egypt launched a project to this end, a project which has been ongoing continuously since then with the exception of a coronavirus-related interruption in 2020. We primarily employ deaf people with the manual dexterity required for the work in our production facilities but also people with other disabilities.

**So is it just about meeting the legal requirements?**

➤ Quite the opposite. At LEONI we aim to meet our social responsibility and actively work to create an inclusive world of work. Many companies here don't do that: they fulfil the quota by hiring such workers but without employing them actively in their company. Instead, the workers are asked to stay away from their place of work. This misses the actual goal, which is to integrate those who are disadvantaged. And companies like LEONI who actually offer work to give people with disabilities a career perspective are at a disadvantage when it comes to finding motivated employees.

**How does LEONI find suitable employees?**

➤ In our search for new applicants we cooperate closely with the Egyptian Labour Ministry which organises work fairs, among other things, but also with non-profit organisations and existing employees who put us in contact with potential candidates through their social networks. At present, we employ 131 staff members with disabilities at our three sites in Egypt. We still have a long way to go. Recruiting new employees with disabilities thus remains an important goal for LEONI.

**Let's assume that the search was successful. How are deaf employees prepared for their work at LEONI?**

➤ The recruitment, training and day-to-day work of deaf people does, of course, have a number of special features which we actively address. The employees are supported in all phases of their

employment at LEONI in communication terms. They are assisted by executives who are able to use sign language – from the hiring interview and the one-month practical training by personal mentors through to their activities at their future place of work. Employees with insufficient knowledge of sign language are provided with a translation app. Moreover, employees with partial hearing loss interpret for their colleagues.

**Leaving aside the communicative aspects, are deaf employees treated equally to their colleagues without disability?**

➤ There are a few differences which are due to statutory requirements. Employees with disabilities get an employment contract from LEONI which provides for a weekly working time that is reduced by one day, and they enjoy income tax advantages. Apart from this, all employees are treated equally – for good reason, as in many cases the skills of our deaf employees are particularly pronounced in their area of work. It is not least for this reason that we aim for them to occupy an increasing number of managerial positions in addition to the operational positions they currently occupy.

**What further plans do you have for the future?**

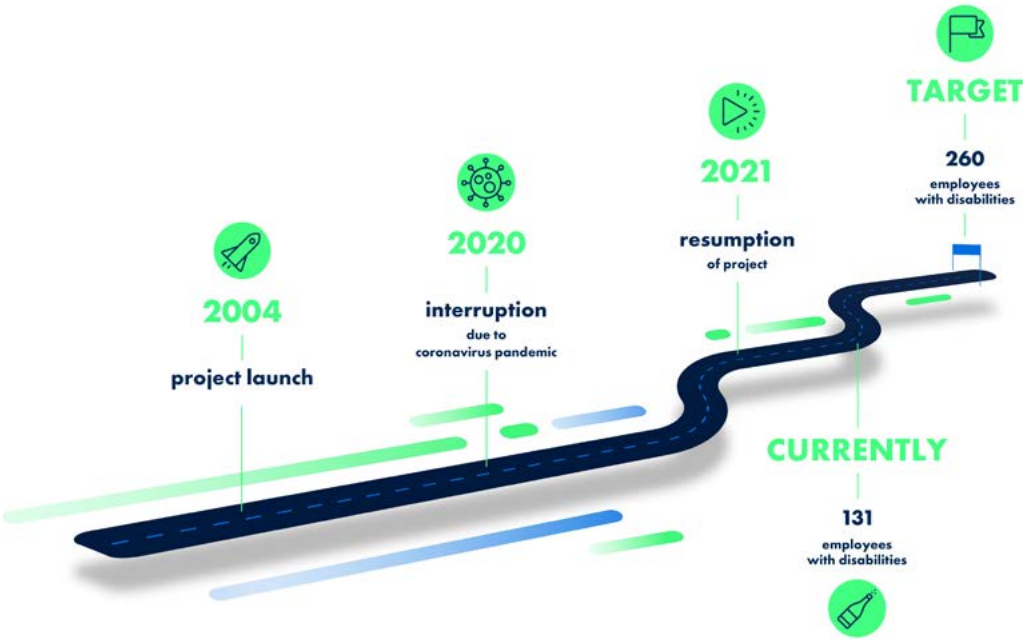
➤ The focus remains on increasing the percentage of employees with disabilities to the five per cent required by law – with genuine integration at the workplace instead of legal loopholes. But this does not mean that we will stop at the minimum target: looking forward,

# „LEONI AIMS TO RECRUIT NEW EMPLOYEES WITH DISABILITIES.“

Mohamed Amine Bacha, Head of HR Country at LEONI Wiring Systems Egypt

there is no reason not to employ more people with disabilities than required by the lawmaker. After all, lived diversity and inclusiveness at LEONI has proved to be not only enriching on a human level, it has also been a success for the company.

**We wish you continuing success!**



Professional integration of people with disabilities at LEONI in Egypt



# Attractive and responsible employer

Recruiting, keeping and motivating able employees is one of the basic requirements of responsible company operations for LEONI. Ecological sustainability is achieved only in tandem with social responsibility – after all, sustainability targets can only be successful if they are implemented by staff members with a long-standing commitment. Alongside environmental and climate protection, therefore, investing in the development of employees, attractive employment conditions and a good working environment are indispensable for attracting employees to LEONI and retaining them in the long term. This is about far more than compliance with regulatory requirements: LEONI aims to create a constructive, motivating performance environment which encourages

New Talents @ LEONI: Fit for Future – lifelong learning and securing skilled workers in Roth starts with a multi award-winning training course or a degree apprenticeship.



employees in their development and enables them to assume responsibility for interesting tasks.

The importance LEONI attaches to the interactions between ecological and social sustainability is illustrated by the fact that the responsibility for sustainability and human resources policy within the company has been held by one person, the CHRO (Chief Human Resources Officer), since February 2022. This promotes sustainable human resources management which takes forward-looking strategic decisions and implements them systematically. The responsibility for human resources management at an international level lies with the HR Governance department, whose management reports to the CRHO.

The Global HR Governance department promotes and manages employee issues in organisational terms and systematically through the corresponding rules and parameters for the local, regional and/or cross-departmental HR officers. The tasks of Human Resources include needs-based recruitment for LEONI’s labour-intensive production and assisting employees, which are essentially fulfilled by this group of people, although the management of the legal units and all executives are also called on to support their employees.

Global frameworks such as LEONI’s corporate values, the LEONI Code of Conduct and the LEONI Social Charter ensure good working conditions for employees in all countries.

SUSTAINABILITY TARGETS CAN ONLY BE SUCCESSFUL IF THEY ARE PUT INTO ACTION BY EMPLOYEES WITH A LONG-STANDING COMMITMENT.



LEONI aims to create a constructive, motivating performance environment which encourages employees in their development and enables them to assume responsibility for interesting tasks.

The most fundamental requirement is the respect of international and national minimum standards with regard to working hours and holidays, safety at work, health protection, remuneration and minimum wage, the right to collective bargaining, freedom of association and the prohibition of any form of discrimination.

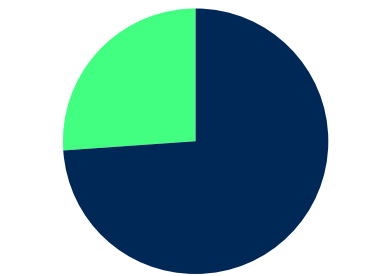


Moreover, LEONI attaches particular importance to the well-being of its employees and makes available, for example, needs-based qualification offerings and provisions for retirement and healthcareW at all its sites, and organises **social projects**.

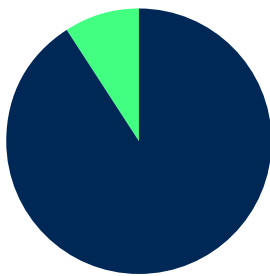
A factor of particular importance for LEONI’s corporate success and employee satisfaction is the way it handles diversity in respect of gender, age, ethnic and cultural origin, professional background and way of thinking. A diverse corporate culture which promotes mutual respect and international cooperation does not just correspond to a progressive understanding of values, it also provides the ideal basis for LEONI’s personnel-intensive sites which are successfully tackling increasingly complex tasks and challenges in a globalised economy.

To promote diversity within the company LEONI has set itself the goal, as part of the ReWire People focus area, to continue to have at least one woman on the Executive Board and to increase the quota of women and non-German citizens in leadership positions. As a company with global operations and a quota of 55 per cent women in 2022 (previous year: 52 per cent) LEONI can draw on a large internal pool of candidates and is systematically furthering the development of employees to equip them with the skills required for leadership positions. In addition, for new hires at the top leadership level at least one suitable female candidate must be short-listed. To increase the technical and intercultural competence of its executives, LEONI moreover focuses on international experience and secondments abroad.

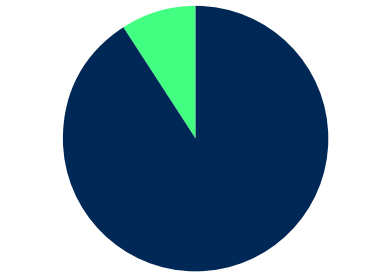
**THE WELL-BEING OF ITS EMPLOYEES IS LEONI’S TOP PRIORITY.**



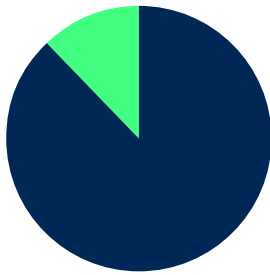
**74 %**  
**of employees took part in the survey.**



**91 %**  
**of respondents think they have received good training and are well-equipped to master their daily work tasks.**



**91 %**  
**are convinced that their work makes a valuable contribution to the company’s success.**



**88 %**  
**feel they are well-informed about their team, their site and LEONI as a whole.**

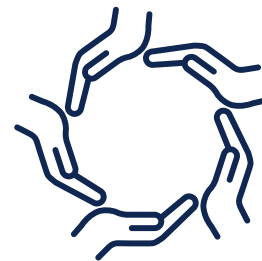
**SURVEY ON EMPLOYEE SATISFACTION IN THE WIRING SYSTEMS DIVISION (WSD)**

In 2022, a global employee satisfaction survey, Voices@LEONI, was carried out at WSD. As part of the survey around 92,000 employees were asked 31 questions, 22 of them across all sites, five country-specific and four demographic.

The respondents’ answers were generally very positive but they also revealed potential for improvement: for example, many employees would like to have closer exchanges with their line managers. The sites received the results at country level and, on this basis, defined fields of action and improvement measures. Further regular surveys are planned in future to review the effect of these measures.

## PROMOTION OF CORPORATE VALUES IN THE WIRING SYSTEMS DIVISION (WSD)

To promote LEONI's corporate values – showing care, result-orientation, respect, responsibility and cooperation – WSD developed a comprehensive leadership training, seminar and events programme in 2022 which it rolled out globally. As part of this programme it implemented both globally standardised activities and country- and culture-specific events in order to embed the values within the company gradually in the form of specific principles of conduct. The persons responsible retrieve the content from a central platform and exchange ideas for the successful development of the programme. The Value@Work toolbox provides managers with resources for putting the corporate values into practice in everyday operations, for example workshop material and an extensive information package. The Automotive Cable Solutions (ACS) Division is rolling out the corporate values in 2023 and promoting them through measures that are tailored to the needs and special characteristics of the Division.



## IN 2022, LEONI IMPLEMENTED VARIOUS MEASURES IN ITS DESIRE TO BE AN ATTRACTIVE AND RESPONSIBLE EMPLOYER, INCLUDING THE FOLLOWING:

- ▶ continuous implementation of the central Learning Management System for global and site-specific mandatory and optional training courses, which will be continued in 2023,
- ▶ expansion of global talent management in the context of talks with executives, designed to provide structured development opportunities to employees,
- ▶ compliance training for all staff of Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023),
- ▶ global leadership training, seminars and other events to embed LEONI's corporate values and the corresponding principles of conduct at WSD and the development of additional campaigns within WSD and ACS for the year 2023,
- ▶ survey of around 92,000 WSD employees on employee satisfaction with a participation rate of 74 per cent,
- ▶ various activities and projects to enhance employee satisfaction, such as the greening of sites, cycle tours and company runs,
- ▶ secondment of employees and executives to other countries in order to perform tasks in management or in important projects such as the establishment of plants or product ramp-ups; as well as
- ▶ maintaining employee-friendly conditions such as flexible working hours, part-time working and mobile working in order to take account of the diversity of life models.

## LEONI'S CORPORATE VALUES

**Care • Result-orientation  
• Respect • Responsibility •  
Collaboration**

## TARGETS & PROGRESS

KEY FIGURE	TARGET FIGURE	TARGET DATE	2022 FIGURE	2021 FIGURE (BASELINE YEAR)
Qualification of all LEONI employees with two learning activities (e. g. e-learning, training) per year <sup>1</sup>	100 %	2025	56.0 %	— <sup>2</sup>
Percentage of sites with at least one social project per year	100 %	2025	48.1 %	37.0 %
Female members of the Executive Board	≥ 1	—	1	1
Quota of women at executive levels 1–3 <sup>3</sup>	20.0 %	2030	17.0 %	14.8 %
Quota of women in leadership positions	40.0 %	2040	34.0 %	36.0 % <sup>4</sup>
Quota of non-German citizens at executive levels 1–3 <sup>3</sup>	60.0 %	2030	53.9 %	50.0 %

<sup>1</sup> For a clearer formulation of objectives, the term 'training units' was replaced with 'learning activities'. The assessment base remains unchanged.

<sup>2</sup> The figure was not recorded up to and including 2021.

<sup>3</sup> In Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023) the target refers to executive levels 1–2.

<sup>4</sup> The figure for Business Group Wire Products & Solution (BG PS) was not recorded up to 2022.



# Health and safety at work

Occupational health and safety at LEONI is managed centrally by Safety-Health-Environment (SHE) in Quality Management & SHE.<sup>1</sup> In the case of the WSD Division the management reports to the COO; in the case of Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023) it reports to the CEO. It is responsible for occupational health and safety policies which stipulate the global targets and guidelines for LEONI's production sites. Together with the relevant national stipulations, these targets and guidelines form the basis of operational implementation by local SHE managers. In this process LEONI supports its managers with information and further training measures on an ongoing basis.

The most important occupational health and safety measures at LEONI include general principles for action and occupational health and safety protection management systems

according to internationally recognised standards such as ISO 45001. They allow the creation of a working environment at the sites that is as safe and health-promoting as possible for employees and to provide evidence there of to customers and other third parties. Such a working environment is characterised by factors such as regular first aid courses, health check-ups and vaccination campaigns. In 2022, 50 per cent of LEONI sites surveyed had ISO 45001 certification (previous year: 38 per cent). Safety drills were carried out at 88 per cent of sites. The occupational accident rate was 0.25 per 100 employees (previous year: 0.42). In addition, LEONI offered its employees the company's own medical services at 76.5 per cent of LEONI sites (previous year: 68.0).

<sup>1</sup> At ACS called Health-Safety-Environment (HSE).

## IN 2022, LEONI IMPLEMENTED VARIOUS MEASURES IN THE AREA OF OCCUPATIONAL HEALTH AND SAFETY, INCLUDING THE FOLLOWING:

- expansion of a recording system applicable world-wide for the central documentation of all safety measures and reviews and of industrial accidents in the Wiring Systems Division (WSD) to include automated monthly evaluations,
- successful implementation of external audits at several WSD sites,
- various initiatives designed to promote the occupational health and safety of employees, such as consultations on the establishment of health-promoting mobile workplaces, safety drills and preventative medical check-ups; each location has its own specific focus areas; and
- the continuation of coronavirus measures at the sites that go beyond statutory requirements, such as the expanded offer of vaccinations, avoidance of contact, hygiene concepts, masks, coronavirus test offerings, the detailed monitoring of infection developments and monthly information updates to employees.

### OCCUPATIONAL HEALTH AND SAFETY



Safety at work is of prime importance at LEONI's production sites.



## TARGETS & PROGRESS

KEY FIGURE	TARGET FIGURE	TARGET DATE	2022 FIGURE	2021 FIGURE (BASELINE YEAR)
Percentage of production facilities with certified occupational health and safety protection (ISO 45001)	100 %	2025	50.0 %	38.0 %
Percentage of sites with annual occupational health and safety protection projects	100 %	2025	88.2 %	84.0 %
Annual accident rate per 100 employees	≤ 0.3	2023	0.25	0.42



**OCCUPATIONAL HEALTH MANAGEMENT SYSTEMS ACCORDING TO INTERNATIONALLY RECOGNISED STANDARDS SUCH AS ISO 45001 ARE AMONG THE MOST IMPORTANT MEASURES OF OCCUPATIONAL HEALTH AND SAFETY AT LEONI.**

### SHE AT LEONI: PRINCIPLES FOR ACTION

- Socially and ecologically responsible action is a core corporate objective.
- Occupational safety, health and environmental protection are part of any management responsibility.
- Providing safe and healthy places of work and working conditions to avoid work-related injuries and illnesses.
- Ongoing improvement of measures relating to occupational safety, health and environmental protection.
- Adhering to all binding obligations concerning occupational safety, health and environmental protection (legal and other requirements). The applicable national standards are our minimum requirement.
- Establishing and promoting mutual trust through dialogue with all concerned interest groups; inside the company especially with our employees and their representatives.



# COMMUNITY ENGAGEMENT



**At LEONI, we seek to promote sustained development in ecological, social and economic terms beyond the company. We therefore support the people in the regions of our sites with a large number of charitable projects which help make communities liveable. The Ukraine, in particular, is worth highlighting as we have been providing increased humanitarian help in the country since the outbreak of the war in February 2022.**

## OUR CONTRIBUTION TO SUSTAINABLE DEVELOPMENT



STRENGTHENING THE MEANS OF IMPLEMENTATION AND FILLING THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT WITH NEW LIFE





Tree planting initiative at LEONI in Tunisia

# OUR WORK THROUGH- OUT THE WORLD

WITH 58 SUBSIDIARIES IN 27 COUNTRIES WE AT LEONI ARE ABLE TO HAVE A POSITIVE IMPACT ON THE LIVING CONDITIONS OF NOT JUST OUR EMPLOYEES BUT ALSO ON THOSE OF MANY PEOPLE AND COMMUNITIES NEAR OUR SITES. TO THIS END, OUR EMPLOYEES ORGANISE A VARIETY OF CHARITABLE LOCAL PROJECTS WHICH HAVE AN IMPACT BEYOND OUR COMPANY. THE FOLLOWING GIVES AN INSIGHT INTO THE VARIETY OF OUR SOCIAL ENGAGEMENT DURING THE YEAR UNDER REPORT.



## SELECTED CHARITABLE PROJECTS OF LEONI SITES IN 2022

From education cooperations in Germany to breast cancer prevention in Egypt, from scholarships in China to environmental campaigns in Mexico: Because of the variety and diversity of the charitable projects of our sites around the world we are only able to name a few examples. **We would like to take this opportunity to express our thanks to the commitment and efforts shown by our employees in all projects, both mentioned and not mentioned.**

Where there is light, there is also shade – and so, despite all the joy about what we have achieved, we must also state that our social engagement in 2022 was characterised above all by a humanitarian disaster which continues its course: the war in Ukraine. It is true that the security situation at our sites rapidly improved after the outbreak of the war, allowing us to resume our operations after only a two-week break. Nevertheless, our employees in Ukraine have frequently had to interrupt their work several times a day to seek refuge in air shelters, in their homes they sometimes had to do without electricity and

heating during the autumn and winter, and in many cases they had to swap their work clothes for a uniform. At LEONI we supported them with donations in cash and in kind with a total value of around 400,000 euros so far while additionally collecting around 40 tonnes of aid supplies at our sites and transporting them to Ukraine. Furthermore, we offered more than 1,500 Ukrainian employees and almost 1,000 children and relatives the opportunity to live in neighbouring countries such as Romania and work at LEONI. We supported the transition in administrative terms, for example by taking care of nursery or school registrations, organising the accommodation, transport and food.

Whether at the front or behind it, we wish all people in Ukraine the very best and will continue to support them with all means available to us. What applies to Ukraine also goes for the rest of the world: Together with our employees we are committed to improving the living conditions of as many people as possible, both now and in the future.

### MEXICO

- We support children in need, non-profit organisations and care facilities with donations in kind, such as personal hygiene items, food and toys.
- With over 30 trees we contributed to the state target of planting 15,000 trees every year.

### MOROCCO

- At the start of the school year we provided school children with rucksacks and stationery products.
- Through our Pink October campaign we raised awareness among our employees about breast cancer and its prevention.



### TUNISIA

- On Earth Day, World Diabetes Day and World Water Day we organised a number of events together with other organisations, including information events, medical checkups, a rubbish collection campaign and a planting campaign comprising 1,000 trees.

### EGYPT

- We provided school children with financial support at the start of the school year.

### SERBIA

- Together with school children, LEONI employees planted 25 trees to green a local road.
- Towards the end of the year we donated 'New Year's parcels' to charitable organisations such as nurseries and children in need – for example, from low-income families, living in remote areas or with disabilities.

### GERMANY

- We liquidated a death benefit fund set up on the occasion of the Ukraine war for our local colleagues and donated the proceeds of around 57,000 euros together with further individual donations from our employees, customers and business partners totalling some 53,000 euros to humanitarian aid projects.
- We supported educational facilities and support associations for school children and university students with donations in cash and in kind – among other things during the construction of a racing car as part of a competition, a flight into the stratosphere and with 20 welding stations for physics lessons.
- Through the sale of LEONI equipment no longer required, such as office supplies and clothing, our trainees and students raised around 3,000 euros for a children's cancer ward.
- Together with a youth welfare association our trainees collected the wish lists of children in need and sourced the relevant items such as PCs, clothing, cosmetics, dolls and video games from our employees.
- As part of a Christmas party we auctioned Christmas presents among our staff members and donated the proceeds of around 1,000 euros to a hospice association.



### SLOVAKIA

- We donated two per cent of our tax rebate to an aid organisation for children with disabilities.

### BULGARIA

- LEONI Bulgaria provided the funds to green local areas with trees.
- We designed our own company greetings cards in collaboration with a local art centre for children with disabilities.



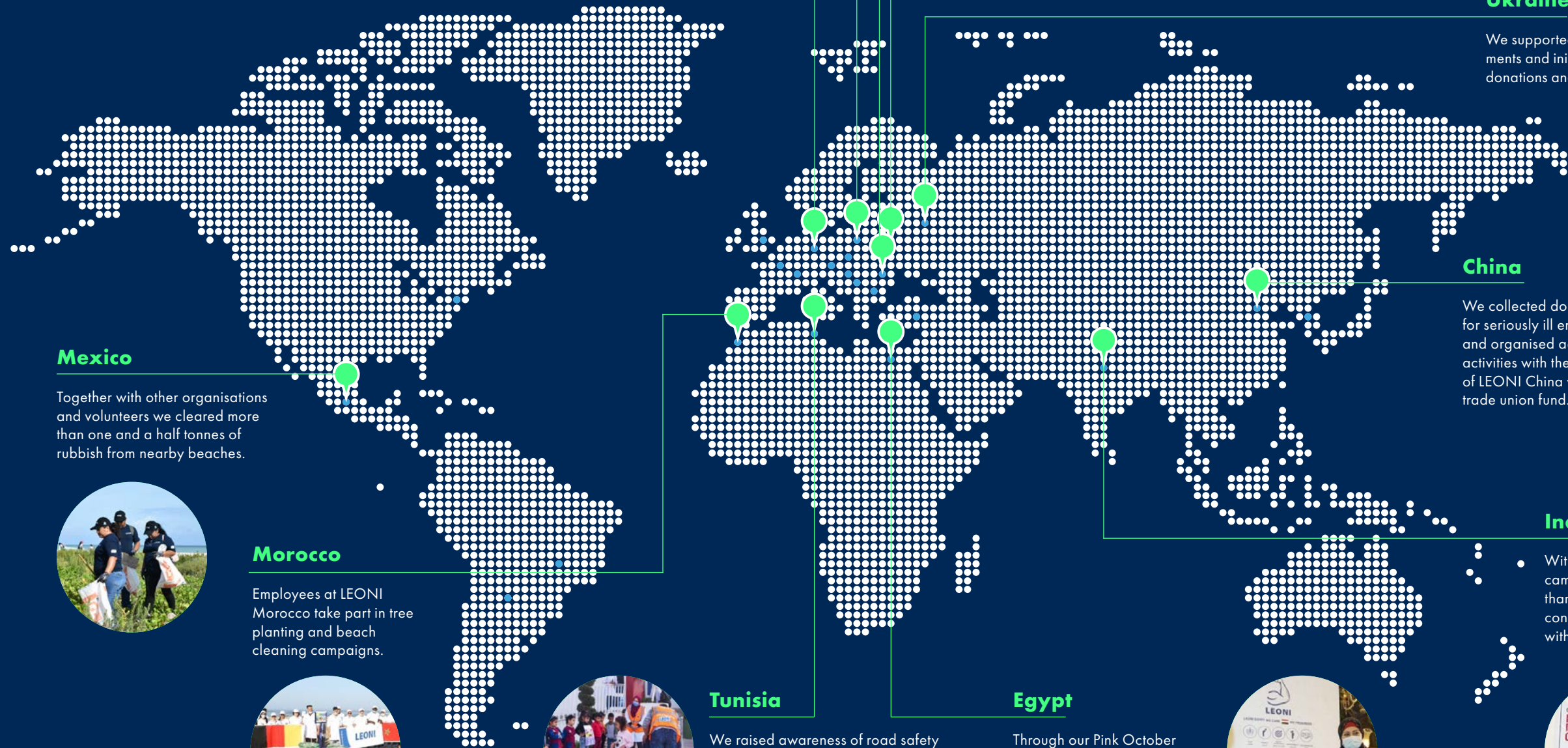
### UKRAINE

- We donated two ambulances, aid supplies and food for people displaced with a total value of around 150,000 euros and made new jobs available to around 30 displaced persons.
- In meetings with entrepreneurs who were forced to relocate their operations from the East to the West of the country we shared our knowledge of doing successful business in times of war.
- We held a blood donation session for the Ukrainian forces and sent approx. 500 of our employees doing their military service parcels with non-perishable food, personal hygiene articles and postcards from our children.
- By collecting old coins worth several hundreds of euros as part of a national campaign we contributed to donations to the Ukrainian forces totalling more than 120,000 euros.
- Working together with a charitable organisation we gave presents to children in need on St. Nicholas' Day based on their Christmas lists.

### HUNGARY

- We helped a local school for children with disabilities with its move.
- At Christmas we supported a family in need with donations of cash and food.

# LEONI is committed to social projects worldwide



## Mexico

Together with other organisations and volunteers we cleared more than one and a half tonnes of rubbish from nearby beaches.



## Morocco

Employees at LEONI Morocco take part in tree planting and beach cleaning campaigns.



## Tunisia

We raised awareness of road safety with public educational events and a social media campaign.

## Germany

The Christmas market organised by our trainees raised around 1,200 euros, which we donated to hospice associations and self-help groups.



## Poland

We offered and auctioned services such as climbing courses and works of art for Christmas and donated the proceeds of around 800 euros for charitable purposes.



## Serbia

For the thirteenth time we took part in the 'Trash Challenge' to clear local beauty spots and popular picnic sites from rubbish.



## Hungary

Like every year, we organised four blood donation sessions which were open to our employees and people in the local area.



## Ukraine

We supported various educational establishments and initiatives such as sports clubs with donations and tours of the company.



## China

We collected donations for seriously ill employees and organised additional activities with the support of LEONI China via the trade union fund.



## India

With a blood donation campaign attended by more than 60 of our employees we contributed to medical supply within the region.



## Egypt

Through our Pink October campaign we raised awareness among our employees about breast cancer and its prevention.



- Countries with LEONI facilities
- Exemplary projects



# Key 2022 sustainability figures

## KEY FIGURES IN ABSOLUTE TERMS

LOCATIONS	UNIT	2022	2021	2020	2019
LOCATIONS INCLUDED	Number	<b>68</b> (WSD: 52 • WCS: 15 • Holding: 1)	<b>93</b> (WSD: 56 • WCS: 36 • Holding: 1)	88	84
COMPLIANCE					
FULFILMENT RATE, POLICY FOR COMBATING CORRUPTION AND BRIBERY	%	<b>68.0</b> (WSD: 76.7 • WCS: 39.1 • Holding: 85.0)	<b>87.0</b> (WSD: 87.4 • WCS: 85.4 • Holding: 97.7)	78.0	76.0
FULFILMENT RATE, E-LEARNING ON ANTI-CORRUPTION	%	<b>90.2</b> (WSD: 89.8 • WCS: 92.3 • Holding: 98.2)	<b>92.9</b> (WSD: 92.7 • WCS: 93.6 • Holding: 94.9)	92.0	86.0
FULFILMENT RATE, LIVING CODE QUIZ	%	<b>82.5</b> (WSD: 84.4 • WCS: 64.0 • Holding: 93.2)	<b>92.2</b> (WSD: 91.9 • WCS: 93.5 • Holding: 93.9)	76.0	73.0

# Key 2022 sustainability figures

## KEY FIGURES IN ABSOLUTE TERMS

	UNIT	2022	2021	2020	2019
<b>ENERGY CONSUMPTION</b>					
ELECTRICITY	MWh	<b>350,574</b> (WSD: 165,394 • WCS: 174,337 • Holding: 10,843)	<b>371,654</b> (WSD: 152,052 • WCS: 218,063 • Holding: 1,539)	356,320	392,783
DISTRICT HEATING	MWh	<b>7,703</b> (WSD: 7,117 • WCS: 0 • Holding: 585)	<b>12,552</b> (WSD: 10,440 • WCS: 1,508 • Holding: 604)	10,182	7,640
FOSSIL FUELS	MWh	<b>91,414</b> (WSD: 27,381 • WCS: 38,929 • Holding: 25,103)	<b>123,168</b> (WSD: 38,665 • WCS: 84,503 • Holding: 0)	113,269	117,576
RENEWABLE ENERGY SOURCES	MWh	<b>5,027</b> (WSD: 5,027 • WCS: 0 • Holding: 0)	<b>6,181</b> (WSD: 6,181 • WCS: 0 • Holding: 0)	7,532	3,474
TOTAL ENERGY CONSUMPTION	MWh	<b>454,718</b> (WSD: 204,920 • WCS: 213,266 • Holding: 36,532)	<b>513,556</b> (WSD: 207,337 • WCS: 304,077 • Holding: 2,142)	487,303	521,473
<b>GREENHOUSE GAS EMISSIONS</b>					
SCOPE 1	t CO <sub>2e</sub>	<b>20,600</b> (WSD: 7,771 • WCS: 8,176 • Holding: 4,652)	<b>35,124</b> (WSD: 17,711 • WCS: 17,273 • Holding: 140,0)	23,183	24,884
SCOPE 2	t CO <sub>2e</sub>	<b>130,734</b> (WSD: 65,623 • WCS: 65,112 • Holding: 0)	<b>151,172</b> (WSD: 68,830 • WCS: 81,309 • Holding: 1,033)	237,470	167,087
SCOPE 3	t CO <sub>2e</sub>	<b>572,252<sup>1</sup></b> (WSD: — • WCS: — • Holding: —)	<b>618,523<sup>1</sup></b> (WSD: — • WCS: — • Holding: —)	559,655	644,486
SCOPE 1 AND 2	t CO <sub>2e</sub>	<b>151,334</b> (WSD: 73,394 • WCS: 73,288 • Holding: 4,652)	<b>186,296</b> (WSD: 86,541 • WCS: 98,582 • Holding: 1,173)	260,654	191,971
BIOGENIC EMISSIONS	t CO <sub>2e</sub>	<b>47</b> (WSD: 47 • WCS: 0 • Holding: 0)	<b>94</b> (WSD: 94 • WCS: 0 • Holding: 0)	— <sup>2</sup>	— <sup>2</sup>

<sup>1</sup> At the moment, scope 3 emissions are recorded only in part and not broken down by division. Carbon accounting is in the process of being developed.

<sup>2</sup> Emissions from the combustion of bioethanol and wooden pellets have only been recorded since 2021.

# Key 2022 sustainability figures

## KEY FIGURES IN ABSOLUTE TERMS

	UNIT	2022	2021	2020	2019
<b>WATER CONSUMPTION</b>					
SURFACE WATER	m <sup>3</sup>	<b>689,292</b> (WSD: 502,224 • WCS: 187,068 • Holding: 0)	<b>724,332</b> (WSD: 472,528 • WCS: 250,023 • Holding: 1,781)	743,225	654,484
GROUNDWATER	m <sup>3</sup>	<b>515,319</b> (WSD: 159,953 • WCS: 318,744 • Holding: 36,622)	<b>798,412</b> (WSD: 338,334 • WCS: 460,078 • Holding: 0)	805,280	965,032
RAIN WATER	m <sup>3</sup>	<b>149,950</b> (WSD: 149,950 • WCS: 0 • Holding: 0)	<b>99,933</b> (WSD: 99,843 • WCS: 90 • Holding: 0)	97,153	5,134
OWN SOURCES	m <sup>3</sup>	<b>162,213</b> (WSD: 117,624 • WCS: 44,589 • Holding: 0)	<b>—<sup>1</sup></b> (WSD: — • WCS: — • Holding: —)	<b>—<sup>1</sup></b>	<b>—<sup>1</sup></b>
TOTAL WATER CONSUMPTION	m <sup>3</sup>	<b>1,516,774</b> (WSD: 929,751 • WCS: 550,401 • Holding: 36,622)	<b>1,622,677</b> (WSD: 910,706 • WCS: 710,191 • Holding: 1,781)	1,645,658	1,624,650
<b>WASTE GENERATION</b>					
NON-HAZARDOUS WASTE	t	<b>35,709</b> (WSD: 20,709 • WCS: 14,974 • Holding: 1)	<b>43,812</b> (WSD: 22,035 • WCS: 21,631 • Holding: 146)	35,963	40,192
OF WHICH RECYCLED NON-HAZARDOUS WASTE	t	<b>29,621</b> (WSD: 16,117 • WCS: 13,478 • Holding: 26)	<b>35,402</b> (WSD: 18,812 • WCS: 16,590 • Holding: 0)	29,265	31,311
HAZARDOUS WASTE	t	<b>2,709</b> (WSD: 663 • WCS: 2,031 • Holding: 15)	<b>2,470</b> (WSD: 417 • WCS: 2,053 • Holding: 0)	2,963	3,413
OF WHICH RECYCLED HAZARDOUS WASTE	t	<b>2,580</b> (WSD: 542 • WCS: 2,024 • Holding: 15)	<b>2,141</b> (WSD: 359 • WCS: 1,782 • Holding: 0)	2,748	2,250
TOTAL WASTE	t	<b>38,417</b> (WSD: 21,372 • WCS: 17,005 • Holding: 16)	<b>46,282</b> (WSD: 22,452 • WCS: 23,684 • Holding: 146)	38,926	43,605

<sup>1</sup> Water consumption from own sources has only been recorded since 2022.



# Key 2022 sustainability figures

## SPECIFIC KEY FIGURES

### LOCATIONS

LOCATIONS INCLUDED

### UNIT

Number

### 2022

68 (WSD: 52 • WCS: 15 • Holding: 1)

### 2021

93 (WSD: 56 • WCS: 36 • Holding: 1)

### 2020

88

### 2019

84

### ENERGY CONSUMPTION

ELECTRICITY IN RELATION TO SALES	MWh/ € mill. in sales	<b>68.8</b> (WSD: 32.5 • WCS: 34.2 • Holding: 2.1)	<b>72.6</b> (WSD: 29.7 • WCS: 42.6 • Holding: 0.3)	86.2	80.4
DISTRICT HEATING IN RELATION TO SALES	MWh/ € mill. in sales	<b>1.5</b> (WSD: 1.4 • WCS: 0.0 • Holding: 0.1)	<b>2.5</b> (WSD: 2.0 • WCS: 0.4 • Holding: 0.1)	2.5	1.6
FOSSIL FUELS IN RELATION TO SALES	MWh/ € mill. in sales	<b>17.9</b> (WSD: 5.4 • WCS: 7.6 • Holding: 4.9)	<b>24.1</b> (WSD: 7.6 • WCS: 16.5 • Holding: 0.0)	27.4	24.1
RENEWABLE ENERGY SOURCES IN RELATION TO SALES	MWh/ € mill. in sales	<b>1.0</b> (WSD: 1.0 • WCS: 0.0 • Holding: 0.0)	<b>1.2</b> (WSD: 1.2 • WCS: 0.0 • Holding: 0.0)	1.8	0.7
TOTAL ENERGY CONSUMPTION IN RELATION TO SALES	MWh/ € mill. in sales	<b>89.3</b> (WSD: 40.3 • WCS: 41.9 • Holding: 7.1)	<b>100.4</b> (WSD: 40.5 • WCS: 59.5 • Holding: 0.4)	117.9	106.8

### GREENHOUSE GAS EMISSIONS

SCOPE 1 IN RELATION TO SALES	t CO <sub>2e</sub> / € mill. in sales	<b>4.0</b> (WSD: 1.5 • WCS: 1.6 • Holding: 0.9)	<b>6.9</b> (WSD: 3.5 • WCS: 3.4 • Holding: 0.0)	5.6	5.1
SCOPE 2 IN RELATION TO SALES	t CO <sub>2e</sub> / € mill. in sales	<b>25.7</b> (WSD: 12.9 • WCS: 12.8 • Holding: 0.0)	<b>29.5</b> (WSD: 13.4 • WCS: 15.9 • Holding: 0.2)	57.4	34.2
SCOPE 3 IN RELATION TO SALES	t CO <sub>2e</sub> / € mill. in sales	<b>112.4<sup>1</sup></b> (WSD: — • WCS: — • Holding: —)	<b>120.8<sup>1</sup></b> (WSD: — • WCS: — • Holding: —)	109.3	125.9
SCOPE 1 AND 2 IN RELATION TO SALES	t CO <sub>2e</sub> / € mill. in sales	<b>29.8</b> (WSD: 14.4 • WCS: 14.4 • Holding: 1.0)	<b>36.4</b> (WSD: 16.9 • WCS: 19.3 • Holding: 0.2)	63.0	39.3
BIOGENIC EMISSIONS IN RELATION TO SALES	t CO <sub>2e</sub> / € mill. in sales	<b>0.0</b> (WSD: 0.0 • WCS: 0.0 • Holding: 0.0)	<b>0.0</b> (WSD: 0.0 • WCS: 0.0 • Holding: 0.0)	— <sup>2</sup>	— <sup>2</sup>

<sup>1</sup> At the moment, scope 3 emissions are recorded only in part and not broken down by division. Carbon accounting is in the process of being developed.

<sup>2</sup> Emissions from the combustion of bioethanol and wooden pellets have only been recorded since 2021.

# Key 2022 sustainability figures

## SPECIFIC KEY FIGURES

	UNIT	2022	2021	2020	2019
<b>WATER CONSUMPTION</b>					
SURFACE WATER IN RELATION TO SALES	m <sup>3</sup> / € mill. in sales	<b>135.3</b> (WSD: 98.6 • WCS: 36.7 • Holding: 0.0)	<b>141.5</b> (WSD: 92.3 • WCS: 48.9 • Holding: 0.3)	179.8	134.0
GROUNDWATER IN RELATION TO SALES	m <sup>3</sup> / € mill. in sales	<b>101.2</b> (WSD: 31.4 • WCS: 62.6 • Holding: 7.2)	<b>156.0</b> (WSD: 66.1 • WCS: 89.9 • Holding: 0.0)	194.8	197.6
RAIN WATER IN RELATION TO SALES	m <sup>3</sup> / € mill. in sales	<b>29.4</b> (WSD: 29.4 • WCS: 0.0 • Holding: 0.0)	<b>19.5</b> (WSD: 19.5 • WCS: 0.0 • Holding: 0.0)	23.5	1.1
OWN SOURCES IN RELATION TO SALES	m <sup>3</sup> / € mill. in sales	<b>31.9</b> (WSD: 23.1 • WCS: 8.8 • Holding: 0.0)	— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>
TOTAL WATER CONSUMPTION IN RELATION TO SALES	m <sup>3</sup> / € mill. in sales	<b>297.9</b> (WSD: 182.6 • WCS: 108.1 • Holding: 7.2)	<b>317.0</b> (WSD: 177.9 • WCS: 138.8 • Holding: 0.3)	398.1	332.7
<b>WASTE GENERATION</b>					
APPROXIMATE WASTE IN RELATION TO SALES	t / € mill. in sales	<b>7.0</b> (WSD: 4.1 • WCS: 2.9 • Holding: 0.0)	<b>8.6</b> (WSD: 4.3 • WCS: 4.3 • Holding: 0.0)	8.7	8.2
OF WHICH RECYCLED NON-HAZARDOUS WASTE IN RELATION TO SALES	t / € mill. in sales	<b>5.8</b> (WSD: 3.2 • WCS: 2.6 • Holding: 0.0)	<b>6.9</b> (WSD: 3.7 • WCS: 3.2 • Holding: 0.0)	7.1	6.4
HAZARDOUS WASTE IN RELATION TO SALES	t / € mill. in sales	<b>0.5</b> (WSD: 0.1 • WCS: 0.4 • Holding: 0.0)	<b>0.5</b> (WSD: 0.1 • WCS: 0.4 • Holding: 0.0)	0.7	0.7
OF WHICH RECYCLED NON-HAZARDOUS WASTE IN RELATION TO SALES	t / € mill. in sales	<b>0.5</b> (WSD: 0.1 • WCS: 0.4 • Holding: 0.0)	<b>0.4</b> (WSD: 0.1 • WCS: 0.3 • Holding: 0.0)	0.7	0.5
TOTAL ENERGY IN RELATION TO SALES	t / € mill. in sales	<b>7.5</b> (WSD: 4.2 • WCS: 3.3 • Holding: 0.0)	<b>9.1</b> (WSD: 4.4 • WCS: 4.7 • Holding: 0.0)	9.4	8.9

<sup>1</sup> Water consumption from own sources has only been recorded since 2022.

# Key 2022 sustainability figures

## PERSONNEL RATIOS

	UNIT	2022	2021	2020	2019
<b>EMPLOYEES</b>					
ALL EMPLOYEES (ACTIVE)	Number	<b>95,090</b> (WSD: 90,940 • WCS: 3,935 • Holding: 215)	<b>101,372</b> (WSD: 93,705 • WCS: 7,457 • Holding: 210)	<b>101,007</b> (WSD: 92,662 • WCS: 8,120 • Holding: 225)	<b>94,928</b> (WSD: 86,100 • WCS: 8,543 • Holding: 285)
QUOTA OF BLUE COLLAR (DIRECT) EMPLOYEES	%	71.6	71.5	71.6	69.1
QUOTA OF BLUE COLLAR (INDIRECT) EMPLOYEES	%	12.4	13.1	12.7	14.1
QUOTA OF WHITE COLLAR (INDIRECT) EMPLOYEES	%	16.0	15.4	15.7	16.8
QUALIFICATION OF ALL LEONI EMPLOYEES WITH TWO LEARNING ACTIVITIES PER YEAR UNTIL 2025	%	56.0	— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>
PERCENTAGE OF SITES WITH AT LEAST ONE SOCIAL PROJECT PER YEAR	%	48.1	37.0	39.0	— <sup>1</sup>
FEMALE MEMBERS OF THE EXECUTIVE BOARD	Number	1	1	1	1
QUOTA OF WOMEN AT EXECUTIVE LEVELS 1–3 <sup>2</sup>	%	17.0	14.8	6.3 <sup>3</sup>	6.0 <sup>3</sup>
QUOTA OF WOMEN IN LEADERSHIP POSITIONS	%	34.0	36.0	— <sup>1</sup>	— <sup>1</sup>
QUOTA OF NON-GERMAN CITIZENS AT EXECUTIVE LEVELS 1–3 <sup>2</sup>	%	53.9	50.0	24.0 <sup>3</sup>	22.0 <sup>3</sup>

<sup>1</sup> The figures were previously not recorded.

<sup>2</sup> In Business Group Automotive Cable Solutions (Automotive Cable Solutions (ACS) Division from 2023) the key figure refers to executive levels 1–2.

<sup>3</sup> Up to and including 2020, the quota of women and of non-German citizens was recorded for a different group of executive level positions.



# Key 2022 sustainability figures

## KEY SAFETY-HEALTH-ENVIRONMENT (SHE) FIGURES

	UNIT	2022	2021	2020	2019
SAFETY-HEALTH-ENVIRONMENT (SHE)					
SHARE OF PRODUCTION SITES <sup>1</sup> WITH CERTIFIED ENVIRONMENTAL PROTECTION (ISO 14001)	%	<b>100</b> (WSD: 100 • WCS: 100)	<b>86.0</b> (WSD: 87.0 • WCS: 83.0 • Holding: 0.0 <sup>2</sup> )	<b>91.0</b>	<b>88.0</b>
SHARE OF PRODUCTION SITES <sup>1</sup> WITH CERTIFIED OCCUPATIONAL HEALTH AND SAFETY PROTECTION MANAGEMENT SYSTEM (ISO 45001)	%	<b>50.0</b> (WSD: 62.7 • WCS: 6.7)	<b>38.0</b> (WSD: 60.0 • WCS: 3.0 • Holding: 0.0 <sup>2</sup> )	<b>38.0</b>	<b>32.0</b>
ACCIDENTS AT WORK	Number	<b>253</b> (WSD: 156 • WCS: 97 • Holding: 0)	<b>429</b> (WSD: 273 • WCS: 153 • Holding: 3)	<b>551</b>	<b>615</b>
ACCIDENT RATE	Accidents per 100 employees	0.25	0.42	0.55	—
PERCENTAGE OF SITES WITH ANNUAL OCCUPATIONAL HEALTH AND SAFETY PROTECTION PROJECTS	%	<b>88.2</b> (WSD: 90.4 • WCS: 86.7 • Holding: 0.0)	<b>84.0</b> (WSD: 82.0 • WCS: 89.0 • Holding: 0.0)	<b>88.0</b>	<b>6.0</b>
SHARE OF SITES OFFERING MEDICAL SERVICES	%	<b>76.5</b> (WSD: 71.0 • WCS: 93.3 • Holding: 100.0)	<b>68.0</b> (WSD: 77.0 • WCS: 53.0 • Holding: 100.0)	<b>66.0</b>	<b>39.0</b>

<sup>1</sup> Production sites in 2022: 66

<sup>2</sup> In 2021 these key figures included the non-production sites.

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**“WE HAVE THE  
OPPORTUNITY TO HELP  
ACTIVELY SHAPE THE  
PATH TOWARDS  
SUSTAINABLE LIVING.”**

**LEONI AG**

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