

Committed to Sustainability

Sustainability Report 2021

Our Commitment to Sustainability

“Responsibility with a Long-term View” is one of our five corporate values and has shaped our activities as a family business since its foundation in 1901. Today, we see this value as a guiding principle for meeting the demands of economic, ecological and social responsibility with holistic solutions. Our customers expect this as much as we do.

In line with our vision **“Our Inspiration Drives the World of Mobility”**, we are shaping the climate-neutral mobility of the future with our innovative drive, expertise and global network. For us, environmentally and socially responsible management is explicitly not based on short-term profit maximization, but on long-term strategies and value generation.

Our long-term approach is mirrored in our concept of social responsibility: We foster the growth and development of our employees and ensure a fair and respectful working environment. Our inclusive corporate culture inspires our workforce worldwide to collaborate and innovate. The motivation to take responsibility and make a difference extends beyond the boundaries of our company. Our employees are also invited to participate in social projects through the Webasto Foundation.

We continuously measure our sustainability activities and their impact. Our commitment to protect the environment and the climate according to the Paris targets is clear. We report transparently on how we implement new legal requirements, our use of renewable resources and energy-efficient technologies in our production, and how we are striving for fair working conditions at our sites and in our supply chains. Together with our suppliers, who also contribute to our goals, we will reduce our ecological footprint.

We are convinced that this is the key to the long-term success of our company and to making a substantial contribution to the United Nations Sustainable Development Goals.

Contents

Our Commitment to Sustainability	2
Foreword	4
Reporting Profile	6

7

Company Profile

Group structure	8
Our value chain	8
Economic development	9

10

Governance & Compliance

Governance	11
Compliance	12
Risk management	14

15

Sustainability Management

Stakeholder dialogue	17
Materiality analysis	18
Ratings	18

19

Customer & Products

Products for climate-friendly mobility	21
Innovation management	23
Product design and recycling	23
Product safety and compliance	24
Customer satisfaction and marketing	24

25

Purchasing & Supply Chain

Local purchasing	28
Environmental criteria	28
Human rights and social aspects	29
Conflict minerals	29

30

Climate & Environment

Certifications	32
Use of raw materials	33
Energy and emissions	33
Water and effluents	35
Waste	35

36

Employees & Workplace

Attractive workplace	38
Training and education	40
Occupational health and safety	41
Diversity and equal opportunities	42
Non-discrimination	42
Detailed employee figures	43

44

Society & Engagement

Investments in infrastructure	46
Community engagement	46
Webasto Foundation	47

GRI Index

48

Imprint

55

Foreword

Dear Readers,

“Committed to sustainability” is the title of our sustainability program – it describes what we are doing in terms of sustainability and what we are striving to achieve. As a company with global operations, we are aware of our responsibility to employees, business partners, society and the environment. Since the company was founded in 1901, “Responsibility with a Long-term View” has been one of the five values that guide our actions. Today, the global community faces one of its greatest challenges to date in the form of climate change, as the latest report by the Intergovernmental Panel on Climate Change (IPCC) makes clear. Climate protection cannot be postponed any longer, it must be implemented now. As Webasto, we are “committed to sustainability” and intend to make a significant contribution to the climate-neutral mobility of the future.

Adding value for the mobility of tomorrow

Around five years ago, we identified electromobility as a potential market for us and set out to develop a second future-oriented pillar alongside our core business in roofs and classic heating systems. With our global production and supplier network, our industry expertise, our technological know-how and

our diverse product portfolio – particularly battery systems, charging solutions and electric heaters – we contribute to low-emission mobility, thereby to achieving the climate targets of the UN, Europe and Germany.

Inspired by our stakeholders, such as customers, banks, employees and partners, we are strengthening our efforts to meet their and our own demands for economic, ecological and social responsibility with holistic solutions. We see sustainability as a path and an opportunity, and have set quantifiable targets, activities and measures in our sustainability program.

Recognizing and driving opportunities

As volatile as the markets are, due to shortages of chips, rising energy and commodity prices, the impact of the pandemic, war and sanctions, it is difficult to make reliable and concrete forecasts at the present time. However, I am convinced that these factors will drive the search for more sustainable alternative solutions.



Dr. Holger Engelmann, Chairman

The products and value chains of our industry will need to undergo drastic changes in the coming years to help reduce CO₂ emissions. Circular ecosystems must be created to conserve scarce resources.

Webasto is investing in sustainable infrastructure, products and technologies for electromobility that will determine the transport of goods and the movement of people in the future. In metropolitan areas, I foresee significantly lower pollution levels thanks to climate-neutral local public transport as well as intelligent networking and the harmonization of all modes of transportation. The extent to which autonomous driving will play a role in this is still uncertain. With the Roof Sensor Module, Webasto has an innovative solution ready and waiting.

Alongside our products, our processes will also have to evolve. Companies will take a more regional approach to become more self-sufficient with resilient supply chains. At Webasto, we produce in the market for the market and work predominantly with supplier companies in each respective region.

Together with our business partners, we are successively improving our supply chains to fulfill our due diligence obligations with regard to human rights and the environment. In this way, we will be able to adapt flexibly to future market changes and continue to offer secure jobs to our more than 15,000 employees worldwide.

Raising our sustainability profile

Our employees around the world are the heart of our company. It is their commitment that makes Webasto the global market leader for innovative and competitive roof systems as well as parking heaters. However, market leadership is not a given. Being and remaining the market leader demands a great deal from all employees – in production, development and management. Developing new and forward-looking products with added value for electromobility is a daily challenge. There will inevitably be setbacks, but we must continually re-motivate ourselves and hold on to our vision. Our colleagues, as well as potential employees, place great importance on environmental and social sustainability and have high standards for their employer. They expect clear principles.

With the establishment of a systematic sustainability management system and the publication of our first report, we are transparent in our current status and plans for further sustainability measures. The materiality analysis has put the spotlight on areas such as diversity in our workforce while other areas, such as our social commitment via the Webasto Foundation, are moving closer to our business in a holistic sense of sustainability.

In addressing the targets, we have come to understand sustainability as a multidimensional concept consisting of ecological, economic and social components where each influences the others. We are setting ambitious yet realistic goals and integrating the measures and targets into our global processes. This ensures that we have access to all the financing options tied to sustainability performance in the growing market for sustainable finance (Green Finance). In this way, we motivate and inspire across the company and are seen as a reliable, responsible business partner around the world.

Yours, Holger Engelmann



Reporting Profile

With this sustainability report Webasto aims to make its sustainability management and sustainability performance transparent to different stakeholders. The contents of the report are guided by the internationally recognized framework of the Global Reporting Initiative (GRI).

The sustainability report refers to Webasto SE and all its affiliated companies (together "Webasto" or "Webasto Group"), with the exception of joint ventures in which Webasto SE and/or its affiliated companies are not holding the majority of shares. This report has been prepared in accordance with the GRI Standards: Core Option.

This report includes data from fiscal years 2019, 2020 and 2021 (January 1 to December 31). However, the data for environmental protection and occupational safety are reported only for production sites and headquarters with more than 100 employees (excluding our site in Molinella), including the associated offices (Stockdorf, Gilching, Auburn Hills, Shanghai), which corresponds to a coverage rate of around 90% of employees.

The data for HR-related topics are stated for all sites reporting via SAP systems, which corresponds to a coverage rate of 95% of employees.

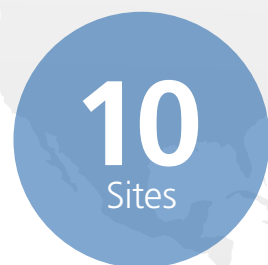
The editorial deadline for this report was April 30, 2022. The goal is to adhere to an annual reporting schedule in the future.

Company Profile

Webasto is a global innovative systems partner to almost all automobile manufacturers and is among the top 100 suppliers in this industry sector. Our product portfolio comprises of a wide range of roof, heating and cooling systems for all types of vehicles, as well as battery systems and charging solutions. Webasto also has a strong position in the aftermarket, providing dealers and end customers with customized solutions and services related to thermal management and electromobility.

Webasto has been family owned since 1901. Its strategic holding company, Webasto SE, is a Societas Europaea, i.e., a stock company registered in accordance with the corporate laws of Germany, with headquarters in Stockdorf, Germany. Webasto SE is operated and controlled by a two-tier corporate structure consisting of a Management Board and a Supervisory Board.

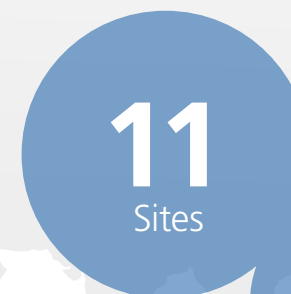
Webasto is located in all relevant automotive markets worldwide. We have 54 locations in the European, American and Asian regions, of which 39 are production sites, and 29 of all plants/headquarters count as R&D locations. As of 31.12.2021, Webasto is represented in 22 countries. In 15 countries our operations have more than 100 employees. In 2021, Webasto generated total sales of EUR 3.7 billion (2020: EUR 3.3 billion) with 15,710 (2020: 14,154) employees*.



Americas



Europe



China



Asia Pacific

* Data based on legal headcount (including permanent and fixed-term contracts, excluding students and apprentices)

Group structure and product portfolio

Under the umbrella of the Webasto SE Holding, Webasto divides its business into three units:

Roof & Components

Webasto offers manufacturers in the automotive industry worldwide an extensive portfolio of high-quality roof systems for the original equipment of their vehicles. The Roof & Components unit oversees the development and production of sunroofs, panorama roofs and convertible roofs. Our closed roof systems FTM (Fixed Transparent Module Roof System) can optimally replace the sheet metal roof in electromobility. They offer passengers more comfort and visibility through a variety of additional functions. We have 28 production plants for roof systems around the world in order to be close to our customers.

Energy & Components

Through our Energy & Components unit we develop and produce battery systems and charging solutions for electric vehicles as well as electric and fuel-operated heating and cooling systems:

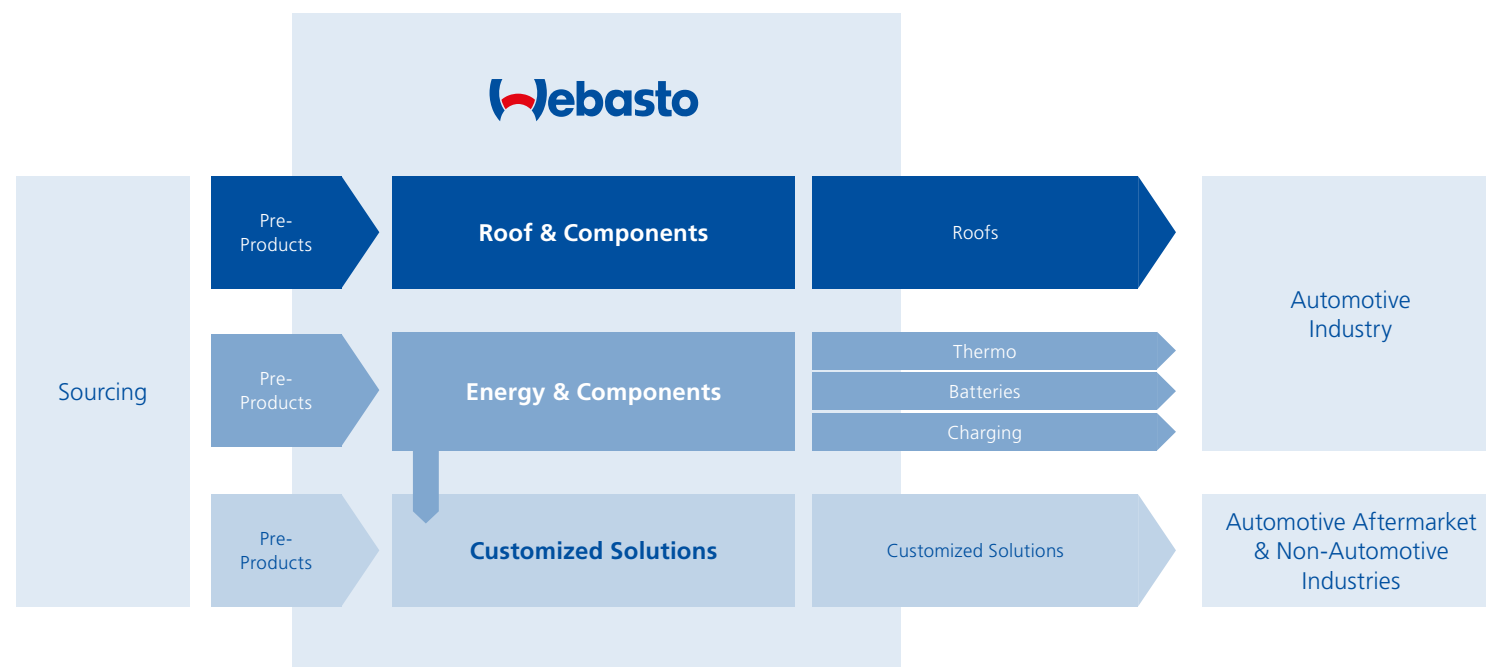
- Heating systems: including parking and auxiliary heaters for cars and cabins, engine heaters for trucks, and electric heaters for hybrid and electric vehicles (cars and trucks).
- Battery systems: Our unique modular design concept enables us to offer both customer-specific and standardized battery solutions for the automotive industry.

- Charging systems: We produce original accessories for electric vehicles, such as modular platforms for wallboxes, mobile chargers and digital solutions according to the individual specifications of car manufacturers. We also offer standardized Webasto wallboxes for commercial and private use.

Customized Solutions

The Customized Solutions unit provides end customers, retailers, and manufacturers of special utility vehicles with solutions and services for cooling and heating as well as electromobility. Roof and heating systems for boats, as well as heating, cooling and air conditioning systems for motorhomes and caravans round off the product portfolio.

Our value chain



Our value chain

We produce “in the market for the market” and source a high proportion of pre-products from local suppliers (→ [chapter Purchasing & Supply Chain](#)). We procure many of our raw materials, components and services from third-party suppliers and service providers (together “suppliers”) from a range of countries, industries, and economic sectors. Specific pre-products are assembled at Webasto sites according to customer requirements. For our roof products, we receive a small portion of our aluminum guiderails semi-finished and complete the milling, cutting and bending in-house.

We also follow a “local for local” approach for our B2B customers, manufacturing our products where they are ordered. For our B2C customers, in particular for charging and heating solutions, we have distribution centers in each region and ship the products directly to the customer. We supply to customer markets for passenger cars, trucks, special vehicles (such as ambulances) and recreational vehicles, as well as buses, marine and rail.

Economic development

The reporting year 2021 was characterized by the semiconductor shortage, raw material price increases and the global COVID-19 pandemic, which had a major impact on the economy as a whole. Despite the crisis situation, we – as a supplier to almost all automotive manufacturers – realized an increase in sales worldwide (significantly above market growth). Even so, the result was negative due to investments, increasing costs and a challenging major project. The ongoing and ever-changing rates of infection and the varying counter-measures globally also had a negative impact on Webasto.

However, with a high order backlog and numerous new orders, especially in new business areas, Webasto is optimistic about the future. In view of the ever more volatile market conditions, the company is doing everything in its power to achieve positive earnings before interest and tax in 2022 and is continuing to invest in its core business areas as well as its “transformation course” toward “sustainable electromobility.”

Direct economic value generated and distributed in million euros	2019	2020	2021
Revenues Group	3,747.6	3,302.7	3,707.0
Salary payments	730.0	674.0	798.0
Payments to the government	53.6	66.8	63.9
Payments to owner	6.0	0.0	0.0
Provisions for pension payments	50.2	51.4	63.8

Revenues per region in million euros	2019	2020	2021
Germany	610.6	463.5	535.0
Europe (without Germany)	737.1	595.8	687.5
Americas	694.5	642.5	814.6
Asia	1,689.8	1,591.4	1,633.0
Rest	15.5	9.5	36.9
Webasto Group	3,747.6	3,302.7	3,707.0

Revenues by business unit in million euros	2019	2020	2021
Roof & Components	3,129.0	2,786.9	3,066.8
Energy & Components	256.3	218.0	289.2
Customized Solutions	362.4	297.8	351.0
Others/Elimination	0.0	0.0	0.0
Webasto Group	3,747.6	3,302.7	3,707.0



Governance & Compliance

» Acting sustainably means taking responsibility for oneself and others. This requires a high degree of quality, efficiency and foresight. Legal requirements regarding sustainability are becoming more stringent. Their implementation is costly. But they also force us to improve our processes and – for all of us – to raise our standards, which benefits Webasto as a whole.

Dr. Hendrik Höhfeld

Vice President, Corporate Legal and IP

Committed to values

The Webasto corporate culture is based on the highest standards of integrity. We are committed to transparency and compliance and ensure our values are upheld by all employees and suppliers. A well-established risk management system identifies environmental, social and governance risks and opportunities for all areas of our business.

Our corporate culture is characterized by five values. Employees from a broad range of cultural backgrounds developed these values in 2015 as a guide for working together with colleagues, customers, suppliers and all other business partners:

- Responsibility with a Long-term View
- Passion for Quality and Innovation
- Hearts and Minds for Our Customers
- Embracing Cooperation and Improvement
- Courageously Optimistic

Governance

Webasto is deeply aware of its social responsibility for employees, clients, suppliers, business partners and the public. Compliance with national and international regulations and legislation, as well as respect for ethical values, must be fulfilled by all of us: the Management Board and every employee, regardless of location or role.

Webasto SE has a dual management structure consisting of a Management Board and a Supervisory Board. The Supervisory Board consists of six members. It advises the Management Board in managing the company and monitors its activity. Further, it appoints and dismisses the members of the Management Board. In accordance with the agreement on arrangements for the involvement of employees, the Supervisory Board must be composed of one-third employee representatives and two-thirds shareholder representatives. As two of the six members are employee representatives, these requirements are met.

The Management Board consists of four members. It manages the company and assumes responsibility for creating long-term and sustainable added value. In April 2022, the first woman joined the Executive Board as a member and the Management Board will grow from four to five members.

Conflicts of interest

As far as the Boards are concerned, any legal requirements on the avoidance of conflicts of interest are complied with as a matter of course. The members of the Management Board and Supervisory Board are therefore bound to observe Webasto SE's best interests. In all their decisions, they must neither pursue personal interests nor exploit business opportunities for themselves to which Webasto is entitled. Additionally, Management Board members are generally subject to comprehensive non-compete clauses throughout the duration of their appointment. Apart from this, all members of the management as well as all employees of Webasto are asked to avoid any conflicts of interests according to the provisions of the Webasto Code of Conduct and a new Webasto policy on compliance, the Business Ethics Policy, which was released in April 2022.

Remuneration policy

As far as the Boards are concerned, any legal requirements on remuneration are complied with as a matter of course. Management Board remuneration is determined by the Supervisory Board and set in a way that promotes the corporate strategy and sustainable, long-term development of Webasto. It consists of a fixed salary, a short-term incentive, a long-term incentive and a pension. Management Board member bonuses take the company performance as well as the individual target achievements into account (→ [chapter Sustainability Management, Compensation](#)). Provisions for pensions and other liabilities following employment amounted in 2021 to EUR 67.9 million (2020: EUR 53.3 million).

Compliance

Our compliance processes ensure our employees and third parties adhere to all the laws, regulations and societal values in the many countries in which we operate, as well as our own internal rules. Our Chief Compliance Officer reports directly to the chairman of the Management Board.

Code of Conduct

The Webasto → [Code of Conduct](#) forms the core of our compliance management system, providing binding guidelines for employees in all areas and activities. It communicates our values and defines ethical processes to follow in day-to-day business. In addition, in April 2022, various specific Webasto policies on compliance items were released, including Antitrust Policy, Anti-Corruption Policy, Business Ethics Policy, Compliance

Policy and Foreign Trade Policy. Breaches of compliance have consequences that range – depending on the severity of the breach – from disciplinary measures through to criminal sanctions.

Supplier Code of Conduct

Webasto relies on sustainable and trustworthy relationships with its suppliers and seeks to partner only with suppliers that share our core values. To this end, Webasto developed a Supplier Code of Conduct (SCoC) for all suppliers in 2021. It establishes minimum standards to which Webasto expects each of its suppliers to commit. It is based on the Webasto Code of Conduct but includes additional requirements such as ethical, environmental and social criteria that are crucial for the selection of new suppliers as well as continued cooperation with established suppliers. In particular, it complements the requirements of the new German Supply Chain Due Diligence Act.

The SCoC covers:

- Human rights principles
- Labor rights
- Non-discrimination and diversity
- Environmental principles
- Business relationship principles

It is mandatory for Webasto to be able to regularly assess, either directly or by a third party, → [the supplier's social and environmental performance](#). The assessments will also be used for risk identification and the selection of sites to be audited.

Antitrust and corruption

No one acting for Webasto is permitted to offer or give any form of improper advantage, either directly or indirectly, to any individual, company or person holding a public office for the purpose of obtaining or retaining business. Webasto encourages its employees to report competition law violations, as well as any compliance concerns, to the respective line manager, a local compliance officer or the Chief Compliance Officer. Additionally, an anonymous reporting channel (a “whistleblowing” line) was implemented at the end of 2021 for all potential internal and external whistleblowers. The channel is compliant with the EU General Data Protection Regulation (GDPR) and other applicable data protection laws. No incidents were reported on this channel in 2021.

Code of Conduct training sessions*	2019	2020	2021
Europe	5,188	2,966	3,737
Americas	1,171	576	1,524
Asia Pacific	318	129	795
China	1,870	374	1,672
Number of completed Code of Conduct training sessions*	8,547	4,045	7,728

*Global, only indirect (white-collar) employees

To date, Webasto is not aware of any incidents in connection with systemic corruption. Apart from individual suspected cases that have been reported to us, we have not identified risks or incidents that qualify as systemic or criminal corruption. As in the previous year, no fines or non-monetary sanctions regarding non-compliance with laws and regulations in the social and economic area were imposed on Webasto in the reporting year. There were also no ongoing antitrust proceedings in the reporting period, nor were any concluded or closed during this period.

Risk assessments were carried out in 2021 following any incidents reported or detected. In general, we undertake regular risk assessments at all locations within the Group. The outcomes of the risk assessment are included in the compliance report that is drafted, presented and approved by the Management Board and Supervisory Board half-yearly.

Training and incidents

The Code of Conduct is part of our onboarding for all new employees. Webasto also requires each employee to take part in mandatory compliance training approximately every four years at the latest via an internal software-based platform. From 2022, the training will take place every three years. We offer further online courses and classroom workshops (for direct employees) to deepen knowledge in the areas of corruption, conflict of interest and antitrust.

Tax strategy

Our tax strategy is closely aligned with our business strategy and integrated in the Webasto Code of Conduct. We do not pursue any improper tax avoidance strategies. Our tax management is integrated into the overall operations of the company so as to optimally handle tax-related processes, measures and structures. A clear definition of tasks, rights and responsibilities are stated in the Webasto global tax concept. The responsibility for taxes rests with the Group Chief Financial Officer.

Our tax compliance management system is embedded in the overall risk management and internal control framework of the Group. In compliance with the base erosion and profit-shifting actions of the Organization for Economic Cooperation and Development (OECD), the Webasto Group prepares an annual country-by-country report (CbCR) for the entire Group and then makes it available to the German tax authorities.

Data protection

Webasto respects privacy and takes the protection of personal data very seriously. Webasto has appointed a Group Data Protection Officer and established a [→ data protection policy](#) that determines how we protect personal data and contains a set of guidelines on how we ensure ongoing compliance with data protection laws. In addition, Webasto provides mandatory data protection training via an internal software-based platform for each employee. As part of this training, the EU GDPR and the arising obligations are outlined to employees.

Webasto has also established an information security guideline framework, which serves as the Group-wide information security management system. It is based on the international standard for security, ISO 27001, and contains rules, requirements and recommendations to maintain and improve the confidentiality, integrity and availability of all information and IT systems of Webasto.

Risk management

Webasto has established a risk management system to identify and manage risks at an early stage. Overall responsibility for the risk management system lies with the Management Board, which updates the Supervisory Board three times per year in order to adopt any necessary risk management measures. Currently, we are working on further integrating sustainability and ESG risks into our existing corporate risk management.

Corporate risk management records all risks within the Webasto Group and reports these to the Management Board three times a year. According to our risk management guideline, identified risks must be documented and their potential impact and probability of occurrence assessed. The risk report summarizes the top 10 risks for the Webasto Group as well as for each business unit and Group function. Additionally, unexpected risks are reported on an ongoing basis via ad hoc reports to the Management Board. A Group-wide risk checklist ensures that all risks along the value chain are identified and monitored.

Risks for environment, health and safety

The Webasto Group divides risks into legal, operational, financial and political risks. Operational risks also include those related to health, safety and the environment. Our management systems help us to identify risks to people and the environment at the [→ product development stage](#) as well as in [→ production](#) and take precautionary measures.

Each location conducts environmental and technical risk assessments for their respective facilities and processes in a local context and on a regular basis. Annual internal and external audits ensure that the processes we have defined are implemented accordingly.

Implications of climate change

Intensifying climate change presents both opportunities and risks for Webasto. Our mission to create solutions for sustainable mobility is anchored through-out the company. With the accelerating trend toward alternative driving technologies, we are convinced the strong demand for our products will continue. At the same time, we continuously assess climate-related risks and consider different risk types, ranging from current and emerging regulations, legal, market, technology and reputational risks to acute and chronic physical risks associated with global warming, such as water shortages and flooding.

Such climate-related risks and opportunities have influenced Webasto's strategy in the following areas:

- **Products and services:** The automotive industry is changing and evolving fast due to climate-related targets, giving us the opportunity to actively shape the future of mobility. ([→chapter Customer & Products](#))
- **Value chain:** Improved logistics calculations provide us with more exact information on the financial cost as well as carbon emissions of long transport routes. We work to continually optimize our logistics chains to ensure cost-effective and climate-friendly delivery conditions. ([→chapter Purchasing & Supply Chain](#))
- **Investment in R&D:** Disruptive changes in the automotive industry due to new technologies around drivetrain electrification, autonomous driving and the digitalization of production are an opportunity for us to offer our expertise in innovating new products for future generations of vehicles.

Sustainability Management



Sustainability is of central strategic importance for Webasto. To be successful in this area, all areas of the company must work together and embrace new challenges. We have achieved a tremendous amount since the launch of our sustainability project, with which we are anchoring and actively managing sustainability at Webasto. It's fantastic to see how addressing sustainability issues is helping us to make progress on the whole.

Dr. Peter Witte

Vice President, Corporate Strategy & Development



Committed to our goals

In 2021 we created new structures at Webasto to permanently anchor sustainability in our corporate strategy and the organization. Our sustainability program ensures that sustainability is being embedded in our policies, management structure operations and, ultimately, our products.

Responsibilities

The CEO bears ultimate responsibility for sustainability at Webasto. The central decision-making body is the Sustainability Committee, which is chaired by the CEO with the CFO as his deputy. The Sustainability Team, which is part of Corporate Strategy, is responsible for coordinating and integrating sustainability into strategic processes. Disciplinary responsibility for this lies with the Vice President of Corporate Strategy, who reports directly to the CEO. The tasks of the Sustainability Team include sustainability reporting, support for implementation programs, dialogue with stakeholders, coordination of internal committees and working groups, and reporting to the Sustainability Committee. It is also responsible for the development and follow-up of the climate strategy at Webasto.

Committees

As the central decision-making body, the Sustainability Committee is composed of two chairpersons and managers from the business units, corporate functions and regions. It generally meets on a quarterly basis.

The Sustainability Coordination Council, which meets monthly, or more frequently, if necessary, has been set up under the leadership of the Sustainability Team to ensure implementation within the company. It is made up of representatives from all relevant corporate functions (Corporate Strategy & Development, Legal, Communications, Marketing & Brand, HR, Purchasing, Operations, R&D, Health, Safety & Environment, Quality, Finance and Regions). The Council advises the Sustainability Team, works with it to develop solutions and makes strategic decisions. If necessary, the Sustainability Coordination Council can also establish temporary working groups on individual issues. The sustainability organization at Webasto is supplemented by a network of sustainability experts, which includes managers from the business units, the regions and the sites. They support the Sustainability Team in collecting data for the Sustainability Report and are involved in implementing the sustainability goals. Monthly meetings serve to facilitate communication and exchange.

Sustainability governance at Webasto



Compensation

In order to embed sustainability permanently in the organization, sustainability criteria have been anchored in target agreements of specific executives as of this reporting year.

Stakeholder dialogue

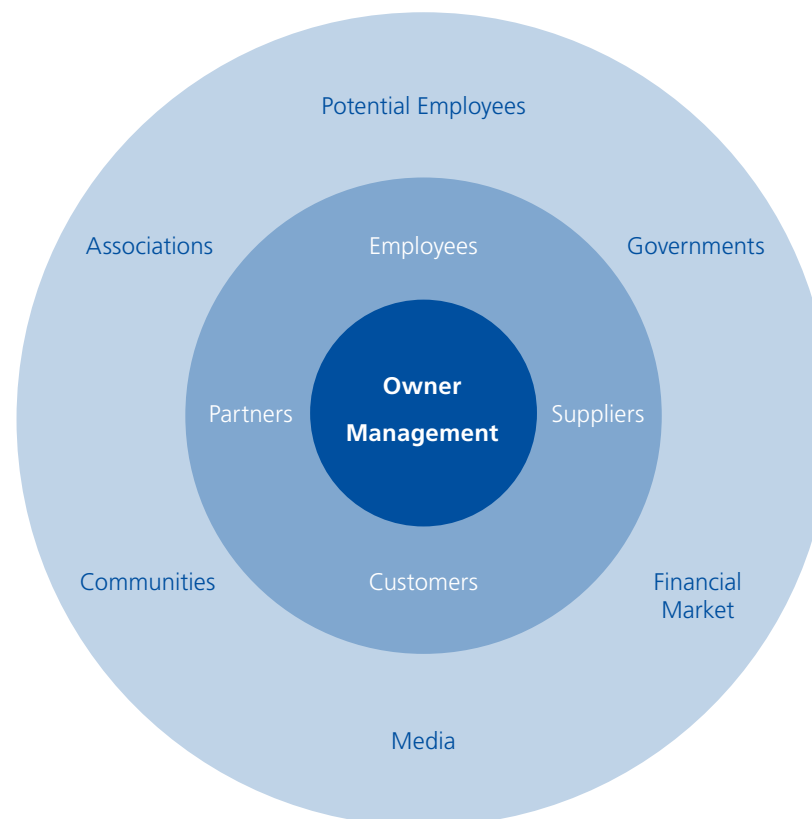
Webasto maintains an active dialogue with its stakeholders across the globe. These stakeholders include customers, partners, suppliers, company owners, employees, applicants, regulators, financial institutions, nongovernmental organizations and the media. We value exchange with our stakeholders and regularly engage with them through:

- Customer surveys and continuous dialogue with consumer sustainability experts;
- supplier days;
- a global employee survey conducted on a two-year basis;
- internal events, dialogue platforms and digital tools, such as townhall meetings or Yammer;
- sustainability rating platforms such as Ecovadis, NQC and CDP, which provide valuable input on the requirements of our customers, industry and society;

- regular exchange with industry networks and associations such as econsense, the German Association of the Automotive Industry (VDA) and the European Association of Automotive Suppliers (CLEPA);
- financial institutions via Financial and Treasury department; and
- our annual press conferences.

Further methods of collecting feedback on stakeholder concerns regarding sustainability include ESG rating requests, dialogues with suppliers regarding our Supplier Code of Conduct and regular meetings with our house banks. Comprehensive feedback from our stakeholders is then integrated into our sustainability strategy.

Stakeholders of Webasto



Materiality analysis

To determine the material topics for sustainability management at Webasto, we focused on the topics that are of particular relevance to our external and internal stakeholders. We developed our key areas for action in June 2021 on the basis of a materiality analysis. For this we interviewed our most important stakeholders – customers, banks, associations, suppliers and owners – about their expectations and conducted an internal survey of around 50 managers and employees from all areas, divisions and regions.

In this way, we were able to assess and prioritize the issues most relevant to us from three perspectives: stakeholder relevance, impact on people and the environment, and relevance to our business success. We then derived the following focus areas upon which we will base our sustainability report in the future. The results of the materiality analysis were presented to and approved by the Management Board. In 2021, Webasto identified the following material topics structured by four fields of action.

Ratings

Webasto participates in various ratings that measure and evaluate its sustainability performance.

Fields of action

Climate & Environment

- Climate protection
- Environmental protection



Products & Circular Economy

- Innovative product solutions in the field of e-mobility
- Circular economy
- Product quality & safety



Compliance & Supply Chain

- Social & ecological standards along the value chain
- Compliance
- Data protection



Employees & Society

- Attractive workplace
- Training & further education
- Occupational health & safety
- Diversity & equal opportunity
- Community engagement



Ratings	2019	2020	2021
CDP climate (A to F)	D-	D	C
CDP water security (A to F)	D	B	C
Ecovadis	39/100	43/100	45/100
NQC	80%	81%	78%



Customer & Products



Climate protection is a task we must face head on. We have always focused on energy and resource efficiency in our products. And we are developing new solutions to advance electromobility. Sustainability in a broad sense is a challenge, but equally a great opportunity for us: as a field for innovation and as a topic that interests and motivates the next generation.

Alois Juchem

Executive Vice President, Research & Development

Highlight 2021

Solar Roof



In 2021 we launched solar roof systems for two electric vehicle series of a Korean manufacturer. The solar cells have an efficiency of 23% in converting solar energy into electric power and the roofs have a power output of 180 watt-peak. We were also commissioned to produce solar roofs for a U.S. electric vehicle manufacturer. With a power output of up to 300 watt-peak, the energy produced is charged directly into the vehicle's battery and used for range extension.

Achievements Customer & Products



High-performance products for climate-friendly mobility



Lightweight solutions for material and energy efficiency



Concept for secondary use of vehicle prototype batteries as energy storage

Targets Customer & Products



Integration of ESG criteria in product evolution process



CO₂ emission targets for main products by 2023



Recyclability criteria development with suppliers and customers

Committed to sustainable mobility

With our passion for technology and innovation, we are expanding our range of products in the area of electromobility. We are a key partner for manufacturers as they transition to sustainable mobility, while our comprehensive solutions for end consumers make home charging easier and more attractive.

Webasto works closely with almost all automotive manufacturers worldwide and has a thorough knowledge of the standards, requirements, markets and trends of the industry. The automotive industry is currently undergoing a major transition due to emerging ambitious international, European and national climate targets that are accelerating the shift toward electric motors and zero-emission mobility. As the industry transitions, we are developing our product portfolio accordingly and channeling our R&D expenditure into high-tech, sustainable innovations. Recent mergers and acquisitions have strengthened our position as systems partner for the global automotive industry. For instance, with the takeover of our South Korean joint venture partner, Donghee, Webasto gained the opportunity to supply its largest Korean customer of roof systems with the full range of Webasto products.

Products for climate-friendly mobility

Webasto products help to master key challenges facing the automotive industry. Across our business units, we develop new, innovative technologies and processes that meet strict criteria for quality and with increasing

priority also sustainability throughout the product life cycle:

Roof & components

Lightweight constructions and the integration of solar panels are important aspects of our roof portfolio. Webasto currently has three lightweight technologies in series production: roof systems made of polycarbonate, Webasto Glas ProTec® and roof systems made of polyurethane composites. These roof systems save up to 50% in weight compared to roofs made of classic materials, which helps to reduce the vehicle's fuel consumption and CO₂ emissions.

The Webasto solar roof is a recognized eco-innovation as per EU Regulation 443/2009. For electric and hybrid vehicles, solar energy can charge the battery, helping to power the electric motor. In conventional vehicles, it can charge the starter battery via intelligent battery management, relieving the alternator and reducing fuel consumption. With this technology, a gasoline-fueled engine emits an average of 2.6 g/km less CO₂, while a diesel-fueled vehicle emits around 1.8 g/km less.

We are currently equipping first vehicle models in the South Korean market with solar roofs and have a further contract for an electrical vehicle series of a U.S. customer.

Heating systems

Electric heating complements our conventional heating portfolio and provides a comfortable interior climate. Additionally, it has a positive effect on the performance parameters of the vehicle, which in turn ensures resource-efficient operation. The high-voltage heater is a heating system for electric and hybrid vehicles. It provides the necessary thermal heat power for the vehicle cabin interior as well as the powertrain battery. The patented heating layer technology consistently achieves over 95% efficiency in converting electricity into heat. The stabilizing effect on the vehicle electrical system and its ability to harness recuperation energy are further benefits. Furthermore, Webasto is preparing its conventional heater portfolio for CO₂-neutral e-fuels, such as bioethanol or hydrotreated vegetable oil (HVO).

Air filtration systems in demand during the pandemic

When the issue of air quality in enclosed spaces gained sudden significance during the pandemic, a team of Webasto employees in Molinella, Italy, were quick to leverage their knowledge of air cooling and distribution, and developed a new filtration system for vehicles within months. First customers were the ASB ambulance service in Berlin, Germany, and a school district in Virginia, USA, which equipped vehicles and buses with the high-efficiency particulate air (HEPA) filtration systems, complying with the requirements of HEPA filter class H14.

Webasto Battery System's two-pillar strategy focuses on the individual needs of our customers, offering both customized battery solutions for large original equipment manufacturers and standard battery systems for commercial vehicles.

The Webasto plant in Schierling, for example, manufactured the batteries for the fully electric and modular Cristal shuttle system, launched in 2021 in four cities in France by the French trucking company Lohr Industries. Each vehicle uses two batteries with a combined output of 70 kWh and a range of 75 miles.

We are also working with Goldhofer, a manufacturer of heavy-duty and special transport vehicles, to supply vehicle batteries and technical support to electrify their airport ground support equipment, such as aircraft tow tractors.

Charging systems

With our charging systems, we provide the infrastructure for charging electric vehicles, including intelligent charging and load management for fleet operators as well as the implementation and control of sector coupling in the overarching energy system.

Webasto charging solutions to enable various use cases

Mobile charging solutions: Webasto mobile charging solutions provide the option to charge flexibly on the go.

Wallboxes: With Webasto wallboxes, charging can be done safely and quickly with an output of up to 22kW. Whether at home, at work or at a destination, Webasto wallboxes offer the right features for any use case. Webasto locations are also being equipped with charging points. Currently, around 100 charging stations are available to employees in Germany.

Digital solutions: With its digital product portfolio, Webasto plans to provide intelligent solutions for companies and fleet operators, such as support in billing and charging monitoring.

Battery systems

The Webasto Battery Systems business unit was created in response to the growing demand for electric vehicles and is helping to reduce CO₂ emissions as well as pollutants. The reduced noise level of the electric motor also has a positive effect on quality of life for people, especially in city centers.

Innovation management

To develop new, innovative technologies and processes, we are closely observing customer and market expectations by tech scouting, brainstorming product ideas, and implementing new ideas generated through studies, simulations, conceptual development, process development and studying hardware samples.

Webasto R&D Management, which works closely with the Advanced Engineering department and the business units, has established two processes for innovation management: the Technology Evolution Process (TEP) for advanced engineering and the Product Evolution Process (PEP) for product development. On a Group level, the Executive Vice President for Research and Development (R&D) and Product Management is responsible for adherence to Product and Process Innovation procedure at our 29 R&D locations worldwide. Currently, we are adapting our processes to the new requirements and a new work setting.

In the future, we will be checking for the potential to use renewable materials in the earliest phase of every new product development. We are currently collaborating with customers and raw material suppliers on numerous projects to develop renewable materials and define recyclability criteria that can fulfill the requirements of our products.

Following our environmental management approach, which is aligned with ISO 14001, we also consider the end-of-life phase of our products during product development. This means analyzing recycling or disposal options at the earliest stage of development. We are discussing second-life applications with various companies and are evaluating further opportunities for Webasto in this area.

Product design and recycling

In working toward a circular economy and reducing the CO₂ footprint of our products, we are investigating which of our products and applications can use renewable materials. In our manufacturing, we use a large variety of engineering plastics, such as polyamides, polypropylene and polyesters. We will begin tracking the amount of recycled content in our products via the International Material Data System (IMDS). This includes recycle materials derived from mechanical or chemical recycling and bio-based materials. In 2021, the amount of recycle materials we used was still very low. This is because the quality, availability and processability of these materials vary widely, and most of our products have high technical requirements. Moreover, many of our customers do not allow the use of recycle materials for safety reasons.

Webasto endeavors to design its products in such a way that waste generated during their production and use is reduced and avoided wherever possible. We aim to ensure that individual components can be recycled and returned to the production cycle.

As per legal requirements, Webasto reclaims battery and wallbox systems at the end of their first service life. By cooperating with specialized recycling companies, we ensure a high recovery rate of the raw materials we use in the batteries. Furthermore, we are developing strategies for secondary use. For example, we will use batteries from vehicle prototypes as battery storage for the [→ photovoltaic power plant at the Schierling location](#).

Webasto is continuously tracking the amount of reusable packaging throughout its supply chain. However, the data is not yet standardized across all regions and business units. To meet a key sustainability objective for operations, we will introduce an obligatory global report for the monthly tracking of packing. Our aim is to increase returnable packaging within our supply chain by 3% a year from 2022.

Product safety and compliance

At Webasto, a standard process for product safety (PEP) ensures that our product design is compliant with defined global requirements and legal regulations, as well as product safety. The process is in place in all business units across all regions and also involves our suppliers via development contracts. Requirements are continuously updated in collaboration between the Conformity and Product Development departments.

Our global Product Safety and Conformity Team includes contact people in all regions and respective sites. Safety issues are registered and corrected according to legal and customer requirements. Our lessons learned processes prevent reoccurrences. We detect field damage at an early stage through diligent market monitoring and conduct product safety audits to validate the long-term durability of corrective measures. A weekly incident reporting to the quality board ensures high levels of safety and conformity.

Customer satisfaction and marketing

Product quality and customer satisfaction are core priorities that we pursue through consistent quality management and monitoring. The Executive Vice President for Quality and Health, Safety and Environment (HSE) is responsible for this area. Our quality policy lays the foundation for all processes. We carry out comprehensive quality assurance, from supplier and parts qualification through to production and customer service. We also perform regular field observations to identify quality problems at an early stage. Our monthly internal customer satisfaction report tracks the Webasto customer rating. With regard to the labeling and marketing of its products, Webasto is subject to legal regulations as well as specific customer requirements. The respective requirements for labeling are filed in the Webasto Integrated Management System (WIMS).

Our high level of customer satisfaction was affirmed in various reader surveys, and we have received recognition for our products from numerous automotive manufacturers.

Customer awards

2020

- Top Ten Supplier FAW-Volkswagen China
- Advanced Supplier by Dongfeng Liuzhou Motor Group
- Nissan Awards for outstanding quality and reliability (Webasto Japan)
- ees Award in the category Electrical Energy Storage
- eMove Award in the category Battery & Powertrain

2021

- Quality Premium Partner at NIO Partner Conference, China
- Plus X Award for charging product in the categories Innovation, High Quality, Design and Ease of Use
- Top 100 China Automotive New Supply Chain at the Gasgoo Awards
- Best Brand for parking heaters by Auto Motor Sport, Autobild and Autozeitung

Purchasing & Supply Chain



At Webasto, we want to leave our children a planet worth living on – and maintain the trust of our customers. The carbon footprint along our value chain is becoming a major issue for them, while legal regulations are also increasing. In Purchasing, we now have an officer dedicated exclusively to sustainability. But each and every one of us still needs to contribute! Sustainability must become part of our DNA.

Yanni von Roy-Jiang

Executive Vice President, Purchasing & Supplier Quality



Highlight 2021

Supplier Code of Conduct



Responsibility in the supply chain is gaining momentum. In 2021 we developed our Supplier Code of Conduct (SCoC). It will be binding for all suppliers from March 2022 and aims to protect mainly human rights and the environment along our supply chain, as does our whistleblower hotline, which was launched at the end of 2021 and is open to any stakeholder.

Achievements Purchasing & Supply Chain



Environmental impact screening of important suppliers



Nearly 380 suppliers screened for use of conflict minerals

Targets Purchasing & Supply Chain



German Supply Chain Due Diligence Act implemented by 2023



Adaptation of supplier management process to integrate new requirements



Ensure ESG risks are managed properly by 2022

Committed to responsibility

We strive to build a sustainable and ethical global supply chain and establish clear social and environmental responsibility requirements for suppliers. Defined processes for purchasing ensure suppliers are certified to meet environmental protection standards.

Our mission in purchasing is to achieve cost efficiency, reliable quality and timely delivery over the entire supply chain. We source up to 200 types of pre-products from approximately 1,700 suppliers for the manufacturing of our products. These include battery cells and modules, battery housings and electronic components for our battery systems, glass panels, steel and plastic frames, aluminum guiderails and mechanisms for our roofs, and electronic control units, heat exchangers and blower modules for our heating systems. A large share of pre-products are sourced locally and delivered by truck to our plants; the remaining parts are shipped by sea or air freight.

Responsible for all aspects of purchasing is the Executive Vice President of Purchasing. Webasto Purchasing has a strong regional and business unit focus on sourcing, which helps the organization react more quickly to changing requirements. All managers meet three to four times a year at the Global Purchasing Leadership Meeting to exchange knowledge.

A process-supported supplier management system ensures that all suppliers are comprehensively screened in advance and continuously monitors and evaluates their delivery performance and quality. We expect our suppliers to comply with predefined supply chain management standards, delivery guidelines and a quality policy.

Our general purchasing conditions for suppliers stipulate that they must act on the precautionary principle regarding environmental protection, take initiative to promote greater environmental responsibility, and encourage the development and dissemination of environmentally friendly technologies.

Currently, we are adapting our processes to meet requirements of the German Supply Chain Due Diligence

Act. Our [Supplier Code of Conduct](#) will be rolled out in 2022. From this year, any new supplier registering in our supplier management system has to agree with the SCoC. Webasto expects its suppliers, including their respective employees, subcontractors and sub-suppliers, to ensure that the SCoC is adhered to within their supply chains. Beyond this, Webasto generally encourages each supplier to promote responsible sourcing within its sphere of influence.

» Webasto relies on its sustainable and trustful relationships with its suppliers and seeks to partner only with suppliers sharing our core values. «

Preamble of SCoC

Local purchasing

Our purchasing vision takes sustainability as well as timely delivery into account. Therefore, a significant share of our suppliers are local. We are currently considering a sustainability KPI system that will reflect targets concerning local buying. Furthermore, some of our plants have initiatives in place to increase localization share. In general, a local supplier is a supplier operating within the country of the Webasto plant. The localization rate, meaning the share of purchasing budget expended within the country of production, varies by region. For our European plants, we had a localization rate of 42% in 2021 (43% in 2020) for production material, whereas in China we sourced 99% locally (2020: 99%). Additionally, we have included the topic of local sourcing in our future global reporting requirements and will also be able to include this in our regular reporting from 2022 onward.

Environmental criteria

All products manufactured along the supply chain must meet the environmental protection standards of their respective market segment. Suppliers of production material are obliged to introduce a certified environmental management system in accordance with ISO 14001, EMAS or a comparable standard by no later than two years after conclusion of the supply contract. Furthermore, the supplier must operate such a system during the entire term of the business relationship with Webasto and submit corresponding evidence. Renewed proof shall be submitted in due time before the expiry of the validity period.

During supplier onboarding, Webasto checks if a supplier is certified. We regularly update the certificates in our systems, using a dashboard to identify gaps. We also do a monthly "health check" for all suppliers and can see on the dashboard whether the supplier has the relevant environmental certificates.

Currently, 47% of our direct material suppliers in Europe and 41% worldwide are certified to ISO 14001. Analogous systems such as EMAS or similar are also accepted, but are not yet covered by the reporting system. In addition, we screen our most important suppliers through our Supplier risk management platform, which checks their environmental impact. We currently have approximately 700 direct suppliers registered on the platform. The system alerts us should a violation of national or local environmental standards be detected.

Once a month, we have a meeting to discuss suppliers that have an increased risk rating and define countermeasures and decide on the implementation of action. If our actions fail or the supplier is unwilling to support them, sanctions are put in place. This includes placing suppliers on hold for quotations, up to canceling the supplier contract altogether.

Percentage of certified suppliers with ISO 14001 by region	2021
Europe	47%
Americas	26%
Asia Pacific	53%
China	36%
All	41%

Percentage of spend sourced locally (same country)	2019	2020	2021
Europe	43%	43%	42%
Americas	69%	71%	69%
Asia Pacific	98%	98%	96%
China	98%	99%	99%
All	72%	74%	73%

Human rights and social aspects

Society's and manufacturers' expectations regarding fair supply chains and human rights are increasing. As we prepare for the implementation of the German Supply Chain Due Diligence Act (SCDDA) in 2023, we are integrating the new requirements into our supplier management processes and coordinating tighter collaboration between Supplier Risk Management and Purchasing with regard to ESG risks.

Our new → [Supplier Code of Conduct](#) requires suppliers to comply with the German SCDDA regulations as well as all local laws, and as such further details and expands what is already set out in the General Terms and Conditions (GT&C). To date, violations of human rights by our suppliers are neither known to Webasto nor otherwise apparent or obvious.

Our online → [Code of Conduct Training](#) is mandatory for all employees, including the Purchasing department.

Conflict minerals

Webasto expects its suppliers, as part of their due diligence, to avoid any minerals originating from conflict mineral smelters. Minerals are classified as conflict minerals if the extraction, transportation, trade, handling, processing or export directly or indirectly support non-state armed groups. Information on smelters or refineries used by the supplier or by its sub-supplier for minerals, such as tin, tantalum, tungsten and gold, must be provided to Webasto upon request. For original equipment, materials containing conflict minerals are identified via IMDS. In total, nearly 380 suppliers are screened based on the IMDS.

Webasto also requires its suppliers to fulfill the official Conflict Mineral Reporting Template, a globally standardized tool for due diligence obligations along the supply chain. By conducting regular legislation research, we make sure to include all relevant regulations as well as all relevant materials and minerals in our supplier assessment.



Climate & Environment

» Sustainability creates the future. By not overexploiting resources and developing a new awareness through mutual dialogue. The right decision for the future is often not easy to answer in operational reality. Some investments may not pay off for another five years. That's why we need open minds and new ideas. Sustainability can then be profitable for us and our partners.

Ingo Heinrich

Executive Vice President, Quality and Health, Safety & Environment

Highlight 2021

Carbon Neutral Battery Production in Schierling



Technology meets ecological responsibility: The Webasto battery manufacturing plant in Schierling is now powered by the company's own photovoltaic system. About 2,000 solar modules have been installed on the roofs of the production hall, generating about 740 megawatt hours (MWh) of electricity per annum. This will reduce the plant's CO₂ emissions by around 450 tons per year.

Achievements Climate & Environment



100% renewable energy sources at all German sites



94% of sites certified to ISO 14001



Photovoltaic systems rollout at many global sites

Targets Climate & Environment



"B-" CDP Climate rating by 2022



Clear Group CO₂ reduction targets by the end of 2022



CO₂ emissions in production by 2030

Committed to impact

We aim to ensure sustainable business operations and align our actions to preserve natural resources and reduce our carbon footprint. We design our production processes and products to be as resource-saving and environmentally compatible as possible.

The manufacturing of our products is undeniably resource and energy intensive. As such, the Operations department of Webasto has a substantial environmental footprint. We are aware of this and are ready to take responsibility. To strike a balance between production and environmental protection, we have set targets for the near future. These targets take the requirements of our customers into account, but also our willingness to transition toward more sustainability and a circular economy.

From 2022, each plant will be responsible for defining action plans for meeting the sustainability targets for CO₂, energy, water and waste. In the future, these measures will be centrally recorded, evaluated, and then converted into standards.

All issues relating to environmental protection, as well as quality and occupational safety, are bundled and tracked under the Webasto Integrated Management System. Our environmental policy, which is part of the WIMS, was last released in August 2020 and is due to be updated in 2022. Responsible for upholding the WIMS and ensuring compliance with relevant legal

requirements is the Quality and HSE department, which is headed by an executive vice president who reports directly to the Deputy CEO and the Management Board. As of April 2022, the EVP reports to the Chief Operations Officer. All original equipment sites with more than 100 employees, including our offices, are involved in data collection, certification and reporting. A responsible officer at each location oversees the data collection and reports at least once a year as part of the management review to the managers in the region, who in turn report to the global manager.

Certifications

40 of our sites, covering 88% of our employees, are certified to ISO 9001 (quality), 32 of our sites, covering 81% of our employees, are certified to IATF 16949 (requirements for quality management systems in the automotive industry) and 35 of our sites, covering 82% of our employees, are certified to ISO 14001 (environment). Almost half of our employees are also covered by management systems certified to ISO 45001 and OHRIS (occupational safety). Our respective certificates are available [→online](#).

Certifications as of 2021	ISO 9001	IATF 16949	ISO 14001**	ISO 45001 or OHRIS	DIN EN 16247***
Number of locations	40	32	35	21	15
Relevant locations for certifications	41	35	38	43	15
Coverage employees*	88%	81%	82%	43%	48%

* Data are partially based on estimates

** The new site in Detroit will be certified in 2022

*** Only valid in EU

Use of raw materials

Being a global supplier and enabler of mobility, Webasto aims to model the principles of resource efficiency and circular economy. We strive to continuously reduce the amount of used materials and use our innovative know-how to optimize our designs. We focus particularly on offering lightweight solutions for the automotive market and are aiming to replace metals with high performance plastic resins and increase the use of plastic resins with low density, carbon-fiber-reinforced thermoplasts (→ [chapter Customer & Products](#), [Product design and recycling](#)).

Our aim to reduce material resources aligns well with our overarching strategy to standardize materials, including the reduction of variants, and to gain transparency and traceability in the supply chain. Established supply agreements ensure we avoid the use of substances of concern, and the International Material Data System provides traceability. We aim to use life cycle assessments (LCAs) for the whole product development phase. The next step will be to integrate the principles of circular economy into product development and production. In 2021, the total amount of materials used for Webasto products was around 359,000 tons (2020: 277,000). After the difficult economic situation in 2020, our material requirement in 2021 was about 30% more compared to the previous year (2020: -7%). The most commonly used materials were steel, glass and aluminum.

Energy and emissions

Customer concerns regarding greenhouse gas emissions are increasing. As a supplier of products that support climate-friendly mobility, Webasto is aware of its obligation to reduce its energy consumption and the associated CO₂ emissions. Responsibility for this lies with the Executive Vice President of Operations and Supply Chain.

In line with the goals of the Paris Agreement, Webasto aims to reduce the CO₂ emissions related to its own production by 30% by 2030 compared to 2018 through the reduction of its energy consumption, using renewable power or through compensation. For a comprehensive climate protection concept, all areas of the supply chain must be included. We will be working on our global climate strategy throughout 2022 to establish how and when Webasto can become climate neutral.

At Webasto, the purchase and management of energy is a core concern. In addition to the mentioned certifications, our European sites are required by law to undergo an audit for energy management every four years in accordance with DIN EN 16247.

Our target is to achieve a minimum 2% reduction annually in energy consumption per product produced. Operations and HSE at each production site are creating a program of measures for achieving this.

Total material consumption in tons	2019 *	2020	2021
Glass (panels)	83,900	78,500	101,623
Steel including approx. 1,500 for standard parts (screws, bushes, nuts, etc.)	138,862	129,899	168,163
Aluminum without batteries (low volumes)	31,978	29,914	38,725
Plastic without batteries (low volumes), incl. approx. 1,400 for charging	19,886	18,602	24,081
Rubber (PUR) for glass panel encapsulation	14,163	13,249	17,151
Rubber (EPDM) sealants	3,217	3,009	3,895
Textiles (convertibles & shading)	4,329	4,050	5,243
Total	296,335	277,223	358,881

Energy consumption in kWh	2019	2020	2021
Oil for heating	474,683	1,247,912	551,936
Gas for diesel company cars	9,018,999	6,725,319	7,201,354
Natural gas	67,219,508	66,591,526	68,726,036
Biomass	1,544,000	967,000	1,473,000
Photovoltaic	8,000	526,884	3,144,059
Electricity	126,289,178	122,729,105	119,330,325
of those renewables	34,447,004	36,003,939	46,394,488
Total	204,554,368	198,787,746	200,426,710

Energy efficiency at Webasto

- At the company headquarters in Stockdorf, Germany, a natural gas-fired combined heat and power plant produces electricity and heat. Webasto is also introducing this solution at other sites where possible.
- The photovoltaic system on the roof of our site in Gilching, Germany provides an electricity output of 46 kW. The building is heated carbon-neutrally by a wood chip system. Cooling of our systems and offices in summer is provided by water obtained from a deep well.
- At our plant for parking, auxiliary and electric high-voltage heaters in Neubrandenburg, Germany, Webasto uses the waste heat from product tests to heat the production halls, saving 35% in energy – the equivalent of heating 23 family homes a year.
- We installed photovoltaic systems at the Guangzhou, China site in 2020 and at the Schierling site, Germany, in 2021.

Each business line and product group will be considered separately. The target has also been set in the environment section of our Webasto Production System (WPS), our continuous improvement program, where local assessments will ensure implementation. In 2021 we switched to entirely renewable power at all our German sites, which corresponds to 41% of

our total electricity consumption (2020: 29%). The use of renewable energies at our non-European locations varies considerably because some national authorities determine the mix of renewable energies in the procurement of electricity. We can only influence the mix through our own electricity production.

In 2021, we were able to reduce our energy consumption per working hour to 7.76 kWh (2020: 9.10 kWh). We achieved this through various initiatives at our production sites, such as converting to energy-saving LED lighting.

Further measures to reduce energy consumption include our → carbon-neutral battery production in Schierling as well as the installation of double-glazed units in our facility in Pune, India. We plan to install solar panels on the factory roofs in Dangjin (Korea), Pune (India) and Hiroshima (Japan).

In collecting and reporting our greenhouse gas emissions, we are guided by the Greenhouse Gas Protocol (GHG) for Scope 1 (direct emissions from the combustion of energy sources such as oil and gas) and Scope 2 (indirect emissions from the consumption of electricity and district heating). We are not yet reporting Scope 3 emissions (indirect emissions in the supply chain). Depending on the location, we calculate our Scope 2 emissions using the emission factor of the electricity provider (market-based) or the energy mix of the country (location-based). The latter applies to all sites in countries that do not allow a free choice of electricity provider.

Our target is to establish a CO₂ reduction program to achieve at least a 2.5% reduction per year for Scope 1 and 2 emissions and strengthen our reporting of total energy consumption and CO₂ emissions.

Only a few sites emit small amounts of volatile organic compounds (VOCs). These are generated during processes involving solvents, such as painting, foaming or bonding. Where VOC concentrations are high, we extract them and send them to an afterburning plant.

CO ₂ emissions in tons*	2019	2020	2021
Scope 1	17,832	17,352	17,781
Scope 2	96,530	92,134	79,742
of those market-based (10 sites)	34,899	33,663	26,859
of those location-based (20 sites)	61,631	58,471	52,884
Total	114,362	109,486	97,523

*Data based only on production sites active in 2020 and with more than 100 employees

Volatile organic compounds in tonnes	2019	2020	2021
VOC	946	503	475

Water and effluents

As climate change accelerates, it is causing more severe weather events around the world, such as drought and dry conditions. As such, the topic of water is more important than ever. We strive to reduce water consumption by using resources effectively.

Although water is used mainly only for sanitary purposes at Webasto, potential water risks at the sites are assessed as part of our environmental management. The Webasto Group environmental policy encourages all sites and their employees to use this important resource sparingly. Our global target is to reduce water withdrawal by at least 1% per employee per year. In the reporting year, the total water withdrawal amounted to 269,040 cubic meters (2020: 279,435 m³). Annual management reviews examine the handling of water and wastewater. Legal requirements for the withdrawal and return of water from surface waters or groundwater are monitored locally, as is consumption measurement. To our knowledge, none of our sites are located in areas with water stress.

The minimum standard for wastewater at all sites stipulates that no substances hazardous to water may enter the local wastewater systems. We adhere to the requirements of local authorities regarding drinking water protection zones and high flood risk areas when building new sites and continuously check these during operation. With assembly being the main activity at Webasto sites, no wastewater is generated from manufacturing processes.

Our operational targets for water are to establish a water treatment process to achieve a circular flow and to consider possible water shortages when opening a new plant. In Pune, India, we will conserve water by using treated sewage water to irrigate lawns and green patches. We also use percolating wells here to collect water and direct it back to underground aquifers.

Waste

In accordance with our environmental management policy, we apply the principle of avoidance before recycling before disposal at all sites. Depending on the amount of waste generated, a waste officer, who monitors the generation, collection and disposal of waste and promotes the introduction of low-waste processes, must be appointed.

For 2022, we have set a target to reduce the amount of waste by 3% at all sites. Each factory will set up a program where measures to achieve the target are defined. We also plan to increase returnable packaging in our out and inbound supply chain by 3%. (→ chapter Customer & Products, Product design and recycling). We are currently working on a concept for recording all consumption data. Part of this will be the recording of reusable packaging materials in relation to total packaging material sales. Implementation will take place by 2022.

To enable material recycling of production waste, waste is collected and stored separately at all Webasto sites. Only waste that can neither be recycled nor thermally processed is sent to landfill.

Hazardous substances

The amount of hazardous and non-hazardous waste is recorded in the waste balances at all sites and consolidated in the global report. The hazardous substance ordering process regulates the amount of hazardous waste by assessing whether a selected hazardous substance can be replaced by a less hazardous one. Across all plants we aim to identify alternative, environmentally friendly solutions with which we can substitute dangerous substances.

Water withdrawal in cubic meters	2019	2020	2021
Withdrawal of fresh water	325,158	275,730	266,148
Service water	2,853	3,705	2,892
Total	328,011	279,435	269,040

Waste generated in tons	2019*	2020	2021
Hazardous waste*	1,285	1,215	1,353
Non-hazardous waste	8,601	8,786	10,761
Total	9,886	10,001	12,114

* Hazardous waste includes different types of waste with predefined hazardous characteristics

Employees & Workplace

» Our values commit us to responsibility with a long-term view. Social responsibility plays a central role in this and underpins our commitment to sustainability. Ensuring that human rights are respected everywhere and that all employees can develop and realize their full potential at Webasto is a major objective for me personally.

Dr. Marc Pastowsky

Executive Vice President, Human Resources



Highlight 2021

Diversity Charter



At Webasto, we believe that the different cultural backgrounds, ways of thinking and experiences of our employees increase our innovative power and improve our understanding of our customers. In November 2021, we launched the Webasto Diversity Charter, which commits Webasto to further strengthening its diversity in four core areas: gender, age, culture and professional background.

Achievements Employees & Workplace

80%

Participation rate for global employee survey



Certified "Top Employer" 2021 in main markets (Germany, China, Romania)

92%

Takeover rate for our apprentices and dual-study students

Targets Employees & Workplace



Double number of female managers in Germany by 2028



1st female Management Board member starting 2022



Increase in training hours up to 10 hours per employee until 2025

Committed to passion

We believe our success starts with our people, and we are committed to help our employees reach their greatest potential. At Webasto, we ensure a diverse and inclusive workplace, foster employee growth and development, and endorse a positive work-life balance.

From Europe, Asia and Australia to the Americas: Webasto is where our customers need us to be. Our multicultural workforce of more than 15,000 employees works in more than 50 locations in more than 20 countries worldwide, yet is bound together by our values that prioritize collaboration, open-mindedness and mutual respect. We focus on long-term opportunities for our employees, consider their individual talents and strengths, and encourage anyone looking to take on new challenges or more responsibility. By steering processes on leadership, grading and performance management, we foster sustainable people management and live the Webasto values as ONE organization.

Our human resources (HR) are managed under the responsibility of an Executive Vice President Human Resources, reporting to the Group CEO. For each region and business unit, we have an HR executive. They meet in monthly management meetings and cultivate regular exchange on an individual basis to align on strategic targets and daily business.

At a local level, each plant has a dedicated HR manager who works closely with the plant management to implement the global people strategy of Webasto. This includes the following cornerstones:

- Advise managers on people and organizational topics
- Process employee requests and maintain HR data and processes
- Define guidelines, processes and tools that support employees as well as managers in their daily work
- Automatization and harmonization of data and systems to drive efficiency

Attractive workplace

As Webasto continues to grow, it is important to us that we retain our open and welcoming atmosphere. We take the wellbeing of our employees seriously and aim to ensure fair and attractive working conditions.

Remuneration

Webasto offers fair remuneration that is aligned with market conditions to guarantee competitive and attractive rates of pay. Salaries are based on the individual employee's tasks and responsibilities. Webasto does not consider gender when determining wages. Employee compensation consists of a fixed salary and a variable component that takes both the employee's and the company's performance into account.

Benefits

In line with our principles of non-discrimination, all employees – whether part-time, full-time, permanent, or temporary – have access to the same benefits. These include health insurance, remote working, catering in our canteens, regular health checks, further training via our in-house Webasto Academy and discounts for selected Webasto products.

Wherever we can, we assist our employees to balance their career with family life. Alongside remote working, we offer subsidized childcare in our in-house crèche at our German headquarters. Benefits vary throughout the regions depending on local standards, regulations and market conditions. As of 2022, Webasto will be offering its employees at German sites a leasing program for (electric) bikes. Further benefits for employees in Germany include a company pension plan, disability insurance, public transport tickets, vaccinations and gym access.

Labor relations

To maintain the stability of our workforce, we mainly employ permanent employees (79.5% of the workforce; 2020: 72.9%). In 2021, the percentage of temporary workers was 20.5% (2020: 27.1%). Most of these work in our international operations. We aim to treat our temporary workers as fairly as our permanent employees and meet minimum social standards. At Webasto, there are no noteworthy fluctuations in employee numbers throughout the year, such as through seasonal workers.

When building new facilities, we take care to respect and address the interests of local stakeholders. We aim to create as many local jobs as possible and employ managers from the region. Remuneration is always above the local minimum wage. In China, for example, external workers have a subcontract with Webasto to ensure that workers are paid above the local minimum wage.

Webasto advocates freedom of association and collective bargaining within the company, across all levels of the organization as well as on the supplier side. Management responsibility for labor relations lies with the HR department. Our workforce is entitled to all rights and opportunities provided for by law, including the possibility of forming works councils and engaging in trade union activities. Employee representatives negotiate with Webasto management through works councils that help to shape the working conditions in the respective plants. Such representatives also act as contacts and employee advocates for occupational health and safety matters. We are aware that the company operates in some locations where these rights are not fully granted by lawmakers and could be at risk.

We advocate for all collaboration to be carried out in an atmosphere of mutual respect. In 2021, redundancy plans were negotiated with and agreed to by employee representatives for the job cuts, for example at the Hengersberg, Germany, and Shanghai, China, sites, and subsequently carried out.

Employee survey

Webasto conducts an annual global employee survey to measure employee engagement and identify starting points for organizational development. All employees are surveyed on a voluntary and anonymous basis. The last survey was conducted in July 2021 and had a participation rate of over 80%. The questionnaire consisted of 22 questions on the topics of purpose and direction, work environment, work enablement and personal growth. Global and local focus areas were derived in workshops as a result of the survey and will be further refined in each area of responsibility. The survey returned an engagement index of 75 out of 100 points (1 point above the benchmark), which was measured based on job satisfaction and employees' willingness to recommend the company to others.

Training and education

At Webasto we offer employees the opportunity to develop their skills to suit their individual needs and career paths. Their competency is also strategically important for us as a company. The more knowledge we build in our workforce, the more we can drive change in the automotive industry.

Webasto has a network of internal and external trainers as well as technical experts who create learning content in such areas as quality, safety, project management, information technology, logistics, finance and legal. Our training programs are managed by our in-house institution, the Webasto Academy, which was established in 1991. The Webasto Academy provides workplace-integrated training through videos, tutorials and peer exchange combined with instructor-led courses, either in a face-to-face or online format. Employees also have access to the global learning management system “My HR” that was implemented in 2019. All our training programs are evaluated through systematic surveys and feedback.

In 2021, the average number of training hours per employee was 3.2 (2020: 8.7 hours). Our aim is for each employee to take part in average of 10 hours of training. Employees’ further training requirements are usually discussed between employee and manager in annual performance and development reviews.

In 2021, all our indirect employees and hence 59.9% of all Webasto employees received a regular performance and career development review (2020: 61.6%). For direct employees there is no global approach, but some locations have local agreements in place that regulate performance review for direct employees.

Apprenticeships and vocational studies with Webasto

Webasto also supports the advanced education of employees in Germany, such as a bachelor’s or master’s degree programs, by providing financial support as well as extra time off. We also offer dual student programs as well as vocational training. Students may be accompanied by our experienced in-house mentors, external coaches or a peer program to support their needs during onboarding.

In the reporting period (season 2020/2021) we had 176 apprentices and dual students at our German sites (2019/2020: 190). 92% received a job at Webasto at the end of their training year (2019/2020: 71%).

Average training hours per employee* by region	2020	2021
Europe	4.3	4.6
Americas	5.7	5.2
Asia Pacific	3.7	3.1
China	24.7	4.6
Global	8.7	3.2

* Training hours are reported globally per indirect employee (data basis 1.1.2020 to 31.12.2021, location size >100 employees, source: Reporting Global Academy/KPI day). These KPIs reflect training hours for classroom training (physical and virtual) and e-learning (online) that are reported centrally via the Webasto Global Academy. No training figures are available before the beginning of 2020, as the global software suite was not rolled out until the beginning of 2020. Gender-specific data cannot be provided yet.

Apprentices and dual students at German sites of Webasto*	2019/2020	2020/2021
Total number	190	176
of which female	55	46
of which male	135	130
Takeover rate	71%	92%

* Data is reported for each season starting in Q3 of the respective year

Top employer certification

In 2021, Webasto was recognized by the Top Employers Institute as a “Top Employer” in Germany, China and Romania. Webasto achieved outstanding results in the areas of Organization and Change, Employer Branding, Learning and Corporate Values. In the following years, we aim to achieve the Top Employer certification in further categories, such as low turnover rate (especially among women and young employees), low sickness rate throughout the year, and employee engagement, as well as in other markets that are important for Webasto, such as the U.S.

We also aim to attract a larger number of highly qualified applicants for our entry-level as well as success-critical positions. To achieve these goals, we will analyze the relevant KPIs and then derive measures for specific groups.

Occupational health and safety

Providing a safe and healthy working environment is a priority for Webasto. We use a range of measures to identify risks, prevent accidents and promote our employees’ wellbeing.

Occupational health and safety is managed at Webasto with the same diligence as quality assurance and environmental protection. It is a core component of the

Webasto Integrated Management System (→ [chapter Climate & Environment](#)), in which the Webasto Health & Safety Policy is located.

We adhere to all local health and safety regulations and apply uniform Webasto standards worldwide. Webasto takes all reasonable and practicable measures to ensure a safe, healthy and clean working environment. By employing safety officers at all locations globally, we follow strict standards for occupational health and safety at all sites. The day-to-day implementation of occupational safety measures is checked regularly by internal assessments as part of the Webasto Production System. HSE audits are carried out monthly at all sites. Health and safety meetings take place regularly between the occupational health and safety departments, our factories and regional management, during which incidents are discussed and lessons learned are communicated.

Webasto provides ongoing training for all employees to prevent accidents that endanger life and limb and the environment. All employees of external companies, such as subcontractors, service providers and craft-people, receive instruction in the site-specific rules and regulations before they start work. All employees are called upon to report accidents as well as any potentially unsafe situations (“near misses”) following a pre-defined process via forms filed under the WIMS.

Our targets to reduce the rate of occupational accidents by 2% and, in order to raise awareness, increase the reporting of near misses by 5% in 2021 were achieved on a global level, but improvement are still required in some regions. We will continue to follow these targets and intend to increase our health and safety certifications according to ISO 45001. A global reporting system for OHS data was set up in 2021 to improve the availability of data und provide further insights.

Work-related injuries*	2019		2020		2021	
	Total	per 1,000 employees	Total	per 1,000 employees	Total	per 1,000 employees
Work accidents	929**	67	499	35	471	30
Near misses	262	19	581	41	866	55

* Data based on legal headcount

** High rating due to minor injuries such as cuts were counted among the work accidents in 2019

Promoting health

All employees are instructed and trained at least once a year on occupational health and safety specifically related to their activities and tasks. The Webasto Academy also offers courses on topics such as ergonomics and work-life balance to promote the health of employees.

In Germany we organize regular health days that focus on topics such as optimal nutrition, sleep and exercise. Our German locations also offer yoga courses and walking groups, take part in corporate fun runs, subsidize gym memberships and support bike leasing for employees.

Diversity and equal opportunities

At Webasto, we believe a diverse workforce is key to creating innovative products for our global markets and understanding our customers. We are therefore committed to creating equal opportunities for everyone and fostering an environment in which our people can grow.

The Diversity Charter for our global workforce was approved by the Management Board in November 2021 and defines four dimensions in which diversity is to be strengthened: gender, age, cultural background and professional background.

Our first step in implementing our diversity vision in 2022 will be to improve gender diversity in management positions, beginning at our German headquar-

ters, then we will gradually roll out the plan in other regions throughout the year. The current proportion of women in our global workforce is 23%, in Germany 19%. Approximately 15% of our management positions worldwide are held by women, in Germany 10%. We aim to increase the percentage of women in leadership positions to be the same across the whole workforce and double the number of female managers in Germany by 2028.

As such, we are gearing our recruitment activity and talent development toward achieving a balanced gender ratio by implementing a range of new measures. When filling a new management position, at least one woman should be shortlisted. We will also consider the female quota when identifying potential talent. In the first quarter of 2022, we will pilot leadership training on diversity awareness and unconscious bias. On the Board level, we welcomed our first female member of the Webasto Management Board in April 2022. Progress on women in leadership positions will be systematically analyzed twice a year, and the data will be reported to the Management Board.

Non-discrimination

The Webasto Code of Conduct stipulates the fair and equal treatment of all employees. We do not tolerate any form of discrimination or harassment on the grounds of gender, race, ethnic or national origin, religion, or belief, age, disability, sexual orientation, or other characteristics protected by law. This applies to all employees as well as our suppliers.

Women@Webasto

Launched in 2020, Women@Webasto is a network of over 100 female employees across all departments, hierarchies and functions. Together they work to promote gender diversity in the company, empower women in the workplace and support female employees at Webasto.

As per our Diversity Charter, we guarantee fair, competitive and transparent remuneration for our employees, including equal pay for all genders. An evaluation comparing the compensation of different genders for two main locations, Germany and China, conducted in 2021, showed that there was no significant difference in compensation between genders.

Incidents of discrimination can be addressed with HR, regional Compliance Officers or directly with the Chief Compliance Officer of Webasto. An [anonymous reporting system](#) is currently being rolled out. To date, violations of our principles are neither known to Webasto nor otherwise apparent or obvious.

Detailed employee figures

Employment*	2019	2020	2021
Total	13,928	14,154	15,710

Employment by region (FTE)*	2019	2020	2021
Germany	3,948	3,890	3,933
Limited	4%	3%	4%
Unlimited	96%	97%	96%
Europe without Germany	3,930	3,995	4,192
Limited	3%	7%	17%
Unlimited	97%	93%	83%
Americas	2,313	2,816	4,015
Limited	7%	7%	10%
Unlimited	93%	93%	90%
Asia Pacific	790	779	903
Limited	6%	5%	5%
Unlimited	94%	95%	95%
China	2,947	2,674	2,667
Limited	65%	61%	59%
Unlimited	35%	39%	41%

Employment by gender (FTE)*	2019	2020	2021
Female	3,447	3,703	4,277
Limited	16%	16%	19%
Unlimited	84%	84%	81%
Male	10,481	10,451	11,433
Limited	18%	17%	18%
Unlimited	82%	83%	82%

Diversity by gender* in percentage of women	2019	2020	2021
Overall	N/A	26%	27%
Supervisory Board	N/A	0%	0%
Management Board	N/A	0%	0%
1st Management Level (WL1: EVP)	N/A	14.3%	14.3%
2nd Management Level (WL2: VP)	N/A	6.7%	6.4%

Diversity by age*	2019	2020	2021
over 50 years old	20%	20%	20%
30–50 years	63%	62%	61%
under 30 years	17%	18%	19%
Average age overall	39.9	39.7	39.1

*Data based on legal headcount, valid date: 31.12.2019 / 31.12.2020 / 31.12.2021; only locations with valid SAP system included; expats are counted at host location



Society & Engagement

» Operating sustainably is an investment in our future. We look beyond the company to the communities where our employees live and work. Effectively engaging in local issues connects our employees with the company and our economic activities with social commitment. My goal is to bring all these interests together, connect them with our corporate culture and create one voice.

Janis Eitner

Vice President, Communications, Marketing & Brand

Highlight 2021

Webasto Foundation Donation Voting



Each year, employees of the Webasto Group can nominate charitable projects for the Webasto Foundation to support. Three of those proposals are chosen by the Webasto Foundation and presented to the employees in detail during our "donation voting." In 2021, colleagues worldwide voted for the following non-profit organizations: Dalia Association (Romania), Cuddles Foundation (India) and Saniclowns (Spain).

Achievements Society & Engagement



EUR 0.3 million donated
to social initiatives in
2021



15 social projects
supported by Webasto
Foundation in 2021

Targets Society & Engagement



Develop Group-wide
donation and sponsor-
ship guideline



Strengthen and expand
our corporate volunteer-
ing initiatives

Committed to social engagement

Since its foundation in 1901, Webasto has always believed that business activities should be socially responsible and society should benefit from successful business. In contributing to climate-friendly mobility, Webasto combines both aspects. The establishment of the Webasto Foundation in 2019 is further proof of our commitment to social responsibility.

Investments in infrastructure

Webasto invests in sustainable and climate-friendly mobility, thereby securing jobs and creating new opportunities. The company also lives up to its social responsibility when investing in infrastructure. The company took an exemplary approach at its Stockdorf site by consistently aligning the construction of its new corporate headquarters with high energy-efficiency standards. It requires only 55% of the energy of a conventional new building.

Our commitment to sustainable infrastructure investment is affirmed by government institutions in the form of financial grants. In total, the Webasto Group received around EUR 15 million in government subsidies and grants in 2020/2021, the majority of which were aimed at investment in sustainable buildings or production facilities for electromobility. We received government funding not only for our Stockdorf site, but also for our new U.S. headquarters in Auburn Hills, Michigan, our new site in Plymouth, Michigan, and our Asian manufacturing plants.

Due to their sustainable, high-tech and research-intensive nature, a number of our research and development projects also received funding, including our roof sensor module for automated driving, and charging solutions for smart building management.

At the same time, we take great care to ensure our independence in all that we do as a company. A donation policy is currently being developed.

Community engagement

Webasto has been privately-owned since its foundation in 1901. This is what shapes our corporate culture. Not only do we value good and fair relationships within the company, but beyond it as well. We assume social responsibility as a way to give back to society and support communities where a helping hand is needed. Our national and international locations have long been engaged in charitable projects in their regions, engaging in local activities and supporting regional associations, health organizations and children's chari-

ties. We support projects in Romania, Germany, China, the Czech Republic, Denmark, Great Britain, Italy and Australia. Overall, there is a great commitment to social engagement within the Webasto Group, and a number of our locations have corporate volunteering initiatives in place.

In 2021, the Webasto Group made a total of EUR 0.3 million in donations (EUR 0.5 million in 2020 and EUR 0.4 million in 2019), which went to a wide range of social initiatives, such as clinics for people with disabilities, preschools and supporting associations of various schools. As in previous years, EUR 150.000 was donated to the Webasto Foundation.

In 2022, we will develop a company-wide concept for our social commitment.

Webasto Foundation

The → [Webasto Foundation gGmbH](#) was established in 2019 to expand the social and environmental commitment of the Webasto Group and its employees worldwide. The Foundation is owned in equal part by Webasto SE and Webasto SE's owner family, and it supports charitable projects, associations and institutions around the globe.

Employee participation is important to us, and all initiatives actively involve our workforce. Our colleagues around the world co-decide where we help and are encouraged to take part. In 2020, the Webasto Foundation launched its first corporate volunteering activities. For example, employees at the Stockdorf and Gilching (Germany) sites were able to participate in a reforestation campaign organized by Bergwaldprojekt e.V., and several Webasto employees had the opportunity to contribute their know-how to the startsocial e.V. initiative. We unfortunately had to suspend corporate volunteering activities in 2021 due to the COVID-19 pandemic but are planning to recommence them in 2022.

Furthermore, the Webasto Foundation set itself a new leitmotif in 2021 that will serve to focus all future activities: "We Drive the Future – Sustainably Mobile into a Good Future!" Following this narrative, the projects supported by the Webasto Foundation are closely linked to the Webasto vision "Our Inspiration Drives the World of Mobility" and at the same time embody the ambition of the owner families and the company to work for a sustainable and better future.

Webasto Foundation-funded projects 2021

Donations this year went, among others, to the German Pflegedank Foundation, which supports nursing staff and their great work, and to the Hrvatski Crveni Kriz (Croatian Red Cross) to help people affected by the severe earthquakes in Croatia. The Webasto Foundation also made a donation of EUR 10,000 to the Aktion Deutschland Hilft, a cooperation of German aid organizations, to provide relief to those affected by the devastating floods in Germany.

The Foundation was active in providing aid during the COVID-19 pandemic, supporting clinics and aid organizations in Puebla (Mexico), Pune (India), Rochester Hills (U.S.A) and Velky Meder (Slovakia) that were overwhelmed by the high number of Covid-19 cases. The money was used primarily to purchase medical and test equipment and to improve urgently needed aftercare for patients.

With the proceeds from the LuckyPennyInitiative in Germany, the Webasto Foundation was able to support the Malteser relief service with its "cold bus" project. These buses are positioned by Malteser volunteers in central locations in German cities and provide the homeless and poor with hot meals, clothing and hygiene items.

GRI Index

GRI Standard		Comment
GRI 102 General Disclosures 2016		
102-1 Name of the organization	Company Profile	
102-2 Activities, brands, products, and services	Company Profile, Group structure and product portfolio	
102-3 Location of headquarters	Company Profile	
102-4 Location of operations	Company Profile	
102-5 Ownership and legal form	Company Profile	
102-6 Markets served	Company Profile, Group structure and product portfolio	
102-7 Scale of the organization	Company Profile	
102-8 Information on employees and other workers	Labor relations, Detailed employee figures	
102-9 Supply chain	Committed to responsibility	
102-10 Significant changes to the organization and its supply chain	Economic development	
102-11 Precautionary principle or approach	Committed to values, Risk management	
102-12 External initiatives	Sustainability Management, Certifications	
102-13 Membership of associations	Sustainability Management	
102-14 Statement from senior decision-maker	Foreword	
102-15 Key impacts, risks, and opportunities	Risk Management, Materiality analysis, Targets Product Development & Circular Economy, Targets Purchasing & Supply Chain, Targets Climate & Environment, Targets Employees & Workplace, Targets Society & Engagement	
102-16 Values, principles, standards, and norms of behavior	Committed to values, Compliance, Committed to responsibility, Committed to passion	
102-17 Mechanisms for advice and concerns about ethics	Compliance	
102-18 Governance structure	Company Profile, Governance, Responsibilities, Committees	
102-19 Delegating authority	Responsibilities, Committees	
102-20 Executive-level responsibility for economic, environmental, and social topics	Responsibilities, Committees	
102-21 Consulting stakeholders on economic, environmental, and social topics	Stakeholder dialogue	

102-22 Composition of the highest governance body and its committees	Governance	For further information, please see our Annual Report (available via Bundesanzeiger).
102-25 Conflicts of interest	Compliance	Conflicts of interest are being reported internally. Where necessary, conflicts of interest are disclosed only to internal stakeholders (including shareholders), but not to external stakeholders (e.g., customers, suppliers, creditors, etc.).
102-29 Identifying and managing economic, environmental, and social impacts	Risk Management, Responsibilities, Committees, Materiality analysis	
102-35 Remuneration policy	Remuneration policy, Compensation	There are no clawback clauses. For further information, please see our Annual Report (available via Bundesanzeiger).
102-40 List of stakeholder groups	Stakeholder dialogue	
102-41 Collective bargaining agreements		Only two sites in Germany (Hengersberg and Schaidt) are covered by collective bargaining agreements. This includes 546 employees (2020: 611 employees).
102-42 Identifying and selecting stakeholders	Stakeholder dialogue	
102-43 Approach to stakeholder engagement	Stakeholder dialogue, Customer satisfaction and marketing, Employee survey	
102-44 Key topics and concerns raised	Stakeholder dialogue	
102-45 Entities included in the consolidated financial statements	Reporting profile	
102-46 Defining report content and topic boundaries	Reporting profile	
102-47 List of material topics	Sustainability Management	
102-48 Restatements of information		Not applicable – first report
102-49 Changes in reporting		Not applicable – first report
102-50 Reporting period	Reporting profile	
102-51 Date of most recent report	Reporting profile	
102-52 Reporting cycle	Reporting profile	
102-53 Contact point for questions regarding the report	Imprint	
102-54 Claims of reporting in accordance with the GRI Standards	Reporting profile	
102-55 GRI content index	GRI Index	
102-56 External assurance		None
GRI 201 Economic Performance 2016		
GRI 103: Management Approach	Economic development, Innovation management	
201-1 Direct economic value generated and distributed	Economic development	
201-2 Financial implications and other risks and opportunities due to climate change	Implications of climate change	

201-3 Defined benefit plan obligations and other retirement plans	Remuneration policy, Benefits	For further information, please see our Annual Report (available via Bundesanzeiger).
201-4 Financial assistance received from government	Investments in infrastructure	
GRI 202 Market Presence 2016		
GRI 103: Management Approach	Employees & Workplace (Remuneration policy), Labor Relations	
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Labor Relations	
GRI 203 Indirect Economic Impacts 2016		
GRI 103: Management Approach	Labor Relations, Investments in infrastructure	
203-1 Infrastructure investments and services supported	Investments in infrastructure	
203-2 Significant indirect economic impacts	Labor Relations, Investments in infrastructure	
GRI 204 Procurement Practices 2016		
GRI 103: Management Approach	Purchasing & Supply Chain, Local purchasing	
204-1 Proportion of spending on local suppliers	Local purchasing	
GRI 205 Anti-Corruption 2016		
GRI 103: Management Approach	Governance, Compliance	
205-1 Operations assessed for risks related to corruption	Compliance	
205-2 Communication and training about anti-corruption policies and procedures	Compliance	Direct employees receive classroom training. Due to the pandemic, this only took place in isolated cases during the reporting year. In 2022, compliance training for all direct employees at all plants will take place. Governance body members were not included in anti-corruption training.
205-3 Confirmed incidents of corruption and actions taken	Compliance	
GRI 206 Anti-Competitive Behavior 2016		
GRI 103: Management Approach	Governance, Compliance	
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Compliance	
GRI 207 Tax 2019		
GRI 103: Management Approach	Tax strategy	
207-1 Approach to tax	Tax strategy	
207-2 Tax governance, control, and risk management	Tax strategy	

207-3 Stakeholder engagement and management of concerns related to tax	Tax strategy	Webasto is committed to an open and transparent exchange of information with the tax authorities and supports the work of industrial associations ensuring transparent and responsible taxation.
207-4 Country-by-country reporting	Tax strategy	We do not report our country-by-country reporting because of confidentiality constraints. Our country-by-country reporting is not publicly available.
GRI 301 Materials 2016		
GRI 103: Management Approach	Innovation Management, Product design and recycling, Committed to impact, Certifications, Use of raw materials, Hazardous substances	
301-1 Materials used by weight or volume	Use of raw materials	
301-3 Reclaimed products and their packaging materials	Product design and recycling	Quantitative data cannot be reported yet, as data is unavailable. By the second quarter of 2022, obligatory global reporting will enable the monthly tracking of packing.
GRI 302 Energy 2016		
GRI 103: Management Approach	Committed to impact, Certifications, Energy and emissions	
302-1 Energy consumption within the organization	Energy and emissions	
302-3 Energy intensity	Energy and emissions	
302-4 Reduction of energy consumption	Energy and emissions	This data cannot be reported globally yet, as data is unavailable. Data collection processes are being implemented to enable reporting from 2022 onward.
302-5 Reductions in energy requirements of products and services	Charging systems	This data cannot be reported in a quantitative manner yet, as data is unavailable. Data collection processes are being implemented to enable reporting from 2022 onward.
GRI 303 Water and Effluents 2018		
GRI 103: Management Approach	Committed to impact, Certifications, Water and effluents	
303-1 Interactions with water as a shared resource	Water and effluents	
303-2 Management of water discharge-related impacts	Water and effluents	
303-3 Water withdrawal	Water and effluents	
GRI 305 Emissions 2016		
GRI 103: Management Approach	Committed to impact, Certifications, Energy and emissions	
305-1 Direct (Scope 1) GHG emissions	Energy and emissions	
305-2 Energy indirect (Scope 2) GHG emissions	Energy and emissions	
305-5 Reduction of GHG emissions	Charging systems, Energy and emissions	
GRI 306 Waste 2020		
GRI 103: Management Approach	Innovation Management, Product design and recycling, Committed to impact, Certifications, Waste	

306-1 Waste generation and significant waste-related impacts	Waste	
306-2 Management of significant waste-related impacts	Innovation Management, Product design and recycling, Use of raw materials, Waste	
306-3 Waste generated	Waste	
GRI 307 Environmental Compliance 2016		
GRI 103: Management Approach	Committed to impact, Certifications	
307-1 Non-compliance with environmental laws and regulations		In the past, there were few violations of statutory provisions, but these were reported quickly thanks to our efficient complaints management system, thus remedial measures were defined and implemented promptly. Thanks to our quick response, penalties were always averted in good time.
GRI 308 Supplier Environmental Assessment 2016		
GRI 103: Management Approach	Compliance, Purchasing & Supply Chain, Committed to responsibility, Environmental criteria, Use of raw materials	
308-1 New suppliers that were screened using environmental criteria	Committed to responsibility, Environmental criteria	
308-2 Negative environmental impacts in the supply chain and actions taken	Environmental criteria	
GRI 401 Employment 2016		
GRI 103: Management Approach	Committed to passion, Benefits	
401-1 New employee hires and employee turnover		This data cannot be reported globally yet, as data is unavailable. Data collection processes are being implemented to enable reporting from 2022 onward.
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits	
GRI 402 Labor/Management Relations 2016		
GRI 103: Management Approach	Labor relations	
402-1 Minimum notice periods regarding operational changes		There is no general, specific deadline within which operational changes must be communicated.
GRI 403 Occupational Health and Safety 2018		
GRI 103: Management Approach	Occupational health and safety	
403-1 Occupational health and safety management system	Occupational health and safety	
403-2 Hazard identification, risk assessment, and incident investigation	Occupational health and safety	
403-3 Occupational health services	Occupational health and safety	
403-4 Worker participation, consultation, and communication on occupational health and safety	Labor relations, Occupational health and safety	
403-5 Worker training on occupational health and safety	Occupational health and safety, Promoting health	
403-6 Promotion of worker health	Occupational health and safety, Promoting health	

403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Product safety and compliance, Occupational health and safety	
403-9 Work-related injuries	Occupational health and safety	GRI-compliant data collection under development. Data will be available from 2022 onward.
GRI 404 Training and Education 2016		
GRI 103: Management Approach	Committed to passion, Training and education	
404-1 Average hours of training per year per employee	Training and education	
404-2 Programs for upgrading employee skills and transition assistance programs	Training and education, Apprenticeships and vocational studies with Webasto	
404-3 Percentage of employees receiving regular performance and career development reviews	Training and education, Detailed Employee Figures	
GRI 405 Diversity and Equal Opportunity 2016		
GRI 103: Management Approach	Committed to passion, Remuneration, Diversity and equal opportunities	
405-1 Diversity of governance bodies and employees	Governance, Diversity and Equal Opportunities, Detailed employee figures	
405-2 Ratio of basic salary and remuneration of women to men	Remuneration, Non-discrimination	
GRI 406 Non-discrimination 2016		
GRI 103: Management Approach	Non-discrimination	
406-1 Incidents of discrimination and corrective actions taken	Non-discrimination	
GRI 407 Freedom of Association and Collective Bargaining 2016		
GRI 103: Management Approach	Compliance, Human rights and social aspects, Labor relations	
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human rights and social aspects, Labor relations	
GRI 408 Child Labor 2016		
Management Approach 408 Child Labor	Compliance, Human rights and social aspects	
408-1 Operations and suppliers at significant risk for incidents of child labor	Human rights and social aspects	
GRI 409 Forced or Compulsory Labor 2016		
GRI 103: Management Approach	Compliance, Human rights and social aspects	
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights and social aspects	
GRI 412 Human Rights Assessment 2016		
GRI 103: Management Approach	Compliance, Human rights and social aspects	
412-2 Employee training on human rights policies or procedures	Training and incidents, Human rights and social aspects	We are not reporting on the hours and percentage of employees trained, as data is not available. We are reporting the number of completed training sessions.

GRI 413 Local Communities 2016		
GRI 103: Management Approach	Community engagement	
413-1 Operations with local community engagement, impact assessments, and development programs	Community engagement	
GRI 414 Supplier Social Assessment 2016		
GRI 103: Management Approach	Compliance, Product Safety and Compliance, Committed to responsibility, Human rights and social aspects	
414-1 New suppliers that were screened using social criteria	Committed to responsibility, Human rights and social aspects	
414-2 Negative social impacts in the supply chain and actions taken	Human rights and social aspects, Conflict minerals	
GRI 415 Public Policy 2016		
GRI 103: Management Approach	Society & Engagement	
415-1 Political contributions	Society & Engagement	
GRI 416 Customer Health and Safety 2016		
GRI 103: Management Approach	Product safety and compliance	
416-1 Assessment of the health and safety impacts of product and service categories	Product safety and compliance	
GRI 417 Marketing and Labeling 2016		
GRI 103: Management Approach	Customer satisfaction and marketing	
417-2 Incidents of non-compliance concerning product and service information and labeling		We are not reporting on these incidents because of confidentiality constraints. It is not public information.
GRI 418 Customer Privacy 2016		
GRI 103: Management Approach	Data protection	
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data protection	In summer 2021 we experienced a phishing attack at our subsidiary Webasto Thermo&Comfort UK Ltd. The incident was reported to the UK Information Commissioner's Office (ICO). According to a letter dated 24 December 2021, the case was closed at the ICO without any consequences.
GRI 419 Socioeconomic Compliance 2016		
GRI 103: Management Approach	Governance, Compliance	
419-1 Non-compliance with laws and regulations in the social and economic area	Compliance	

Imprint

Publisher

Webasto SE
Krailingger Straße 5
82131 Stockdorf
www.webasto-group.com/en/

Contact

Webasto SE
Dr. Peter Witte
Corporate Strategy and Development
E-Mail: sustainability@webasto.com

Concept, text and layout

akzente kommunikation und beratung GmbH

Image credits

Cover: ©unsplash, Julian Hochgesang
p.45: Photo courtesy – Cuddles Foundation, India
All other images: ©Webasto SE

