



Committed to Sustainability

Sustainability Report 2022

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 United Nations Paris Agreement 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 strive for fair working conditions at our sites and throughout 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.

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Foreword

Dear Readers,

“To keep the balance, you have to keep moving,” is something Albert Einstein already knew.

Feel the Drive can be read as a claim next to the Webasto company logo. And it is precisely this Drive that enables Webasto to continuously strive forward; stable and resistant – while at the same time agile.

Along with other industries, overlapping and ever-emerging crises such as the pandemic, geopolitical tensions, war and fragile supply chains, are becoming the “new normal” in the automotive sector. In parallel, the world community is facing one of the biggest global challenges to date: climate change. Those who remain agile in the face of this – instead of sticking to business as usual – will inevitably rethink, seek out creative ways and develop alternative approaches. This is also where great opportunities lie!

The automotive industry focuses on electromobility. I believe this is the right way, knowing well that it will take joint efforts to develop significantly more sustainable solutions for a climate-neutral mobility of the future. With our global production, supplier- and

partner-network, our industry expertise, technological capabilities, and innovative strength reflected in all our products, we are committed to making a significant contribution to electromobility. Our “commitment to sustainability” is our driver: Based on our 2021 Corporate Carbon Footprint, we have set ourselves company-wide CO₂ reduction targets. These targets are ambitious, as we expect strong business growth for our innovative and future-proof product portfolio.

Growing sustainably

In a growth scenario, CO₂ emissions can only be significantly reduced if infrastructure, products and value chains change radically. Wherever we can have a material impact, we take actions! Webasto invests constantly in sustainable building and production infrastructure. Energy efficiency programs, green electricity in our own production facilities through in-house generation or green tariffs are some examples of how we drive our decarbonization.

I am particularly proud of our plant in Schierling, Germany. Thanks to the company’s own photovoltaic system, our battery production in Schierling can be



Dr. Holger Engelmann, Chairman

supplied with solar energy. Together with the combined heat and power plant, the photovoltaic system is an important building block in Webasto's overall strategy for sustainable battery production. This holistic, sustainable vision of "climate-friendly production of products for electromobility" is also increasingly convincing our battery customers who order our standardized or individualized battery systems.

At Webasto, we are convinced that electromobility is the future. Our electromobility products and technologies will help shape the commercial and individual transportation of tomorrow. Climate-neutral public transport, intelligent transportation networks and coordination of all means of transport are visions of the mobility industry. We believe autonomous driving plays a key role in the "revolution of transportation." With our intelligent roof system solution "Roof Sensor Module" we are ready to enable autonomous driving.

Deciding sustainably

For me, sustainability is a question of culture and attitude, as it puts every decision to this test: What is its potential impact on a livable future for all? In each response, we need to balance the triple bottom line – social, environmental and economic – in the best possible way, responding – as an original equipment supplier – to various customer requests. At the same time, we need to develop our own vision of sustainability in order to explore our options for sustainable action in the future and to invest today in creative solutions for tomorrow. It was precisely this forward-looking attitude that

drove us to identify electromobility as our market of the future approximately six years ago. Since then, we have been complementing our existing business (roof and thermo) with new mobility business activities: Batteries, charging and electric heaters in order to contribute to low-emission mobility, and thereby supporting adherence to limiting global warming to 1.5 degrees.

Furthermore, we strive to integrate material sustainability topics deeply into our process landscape. As the chapter Customer and Products of this report shows, we have revised existing processes to steer our research and development teams toward sustainable product development – as up to 80 percent of the total emissions are determined in the early development phase of a product. In the long term, resource-saving solutions and circular ecosystems will pay off. This conviction implies that we work with our business partners to successively improve our supply chains and, of course, fulfill our human rights and environmental due diligence obligations.

Leading sustainably

Our employees around the world are the heart of the company. Their daily commitment is what makes Webasto successful and even goes far beyond our corporate boundaries: Many colleagues from all over the world are involved in social projects at their locations. Our exciting, technologically challenging, and forward-looking working environment invites everyone who is already on this journey or will be in

the future. In line with our Diversity Charter, we want to further strengthen global diversity in the dimensions of gender, age, cultural background, and professional background.

As a first step, we will do everything we can to increase the proportion of women in management positions. Since 2022, one member of the Webasto Management Board is a woman. I am delighted that we have been able to work side by side on the challenges of the future with Yanni von Roy-Jiang, our Chief Operations Officer.

Our efforts, achievements, results, and passion for sustainability are disclosed in this second sustainability report. Reporting makes our contribution increasingly measurable and provides the basis for all those decisions, contract awards and financing options that are linked to our sustainability performance. As a reliable, responsible, and strong business partner, we keep an eye on both changes in requirements and possible potential. Together with our stakeholders and business partners, we seek the best ideas for our contribution to a livable future through professional and personal exchanges across all cultures. Feel the Drive. Feel the commitment to sustainability.

Yours, Holger Engelmann



Reporting profile

With its annual 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 reported information was reviewed and approved by the Management Board and the Sustainability Committee.

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 do not hold the majority of shares. This report has been prepared in accordance with the GRI Standards.

This report includes data from fiscal years 2020, 2021 and 2022 (January 1 to December 31). The scope of included locations varies for different metrics. Whenever possible, we strive to provide complete data sets. Information about the specific scope of the published data can be found in the respective chapters.

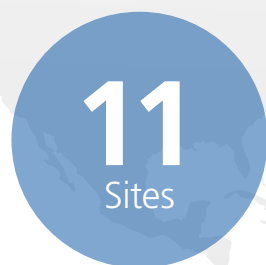
The editorial deadline for this report was June 30, 2023. The Webasto Sustainability Report is published on an annual basis.

Company profile

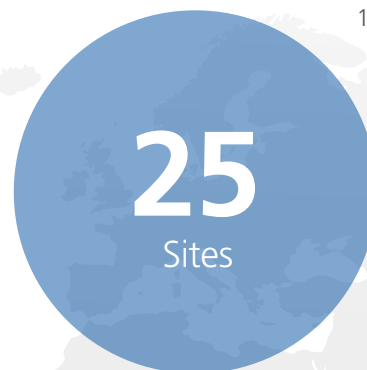
Webasto is a global innovative systems partner to almost all automobile manufacturers and is among the top 100 suppliers in this industry sector. Our product portfolio comprises a wide range of roof, heating and cooling systems for all types of vehicles, as well as battery systems and charging solutions. 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, and headquartered in Stockdorf, Germany. Webasto SE is operated and controlled by a two-tier corporate structure consisting of a Management Board and a Supervisory Board.

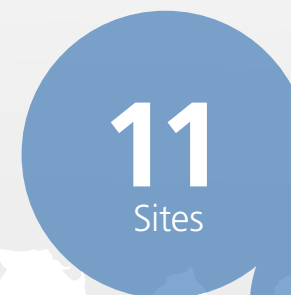
Webasto is located in all relevant automotive markets worldwide. The Webasto Group has 55 locations in the European, American and Asian regions, of which 42 are production sites, and 28 of all plants/headquarters count as Research and Development (R&D) locations. As of December 31, 2022, Webasto is represented in 22 countries. In 17 countries our operations have more than 100 employees. In 2022, Webasto generated total sales of EUR 4.3 billion (2021: EUR 3.7 billion) with 16,342 (2021: 15,710) employees*.



Americas



Europe



China



Asia Pacific

* Data based on legal headcount (including permanent and fixed-term contracts, excluding students and apprentices). Headcount for 2022 does not yet include the employees of the newly acquired entity Webasto Luxembourg which is part of the Webasto Group since August 2022.

Group structure and product portfolio

Under the umbrella of the Webasto SE Holding, Webasto divides its businesses 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, panoramic roofs, convertible roofs and roof modules for autonomous driving. Our panoramic roofs can optimally replace the sheet metal roof in electromobility. Opening functions and high-tech glass offer passengers not only visibility and fresh air, but also more comfort and enhanced design through a variety of additional functions. With the acquisition of the automotive glass production site Grevenmacher in Luxembourg, Webasto has further strengthened its glass roof portfolio by building up competencies in the field of high-tech glass. In total, we have 29 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 hybrid and electric vehicles as well as electric and fuel-operated heating and cooling systems:

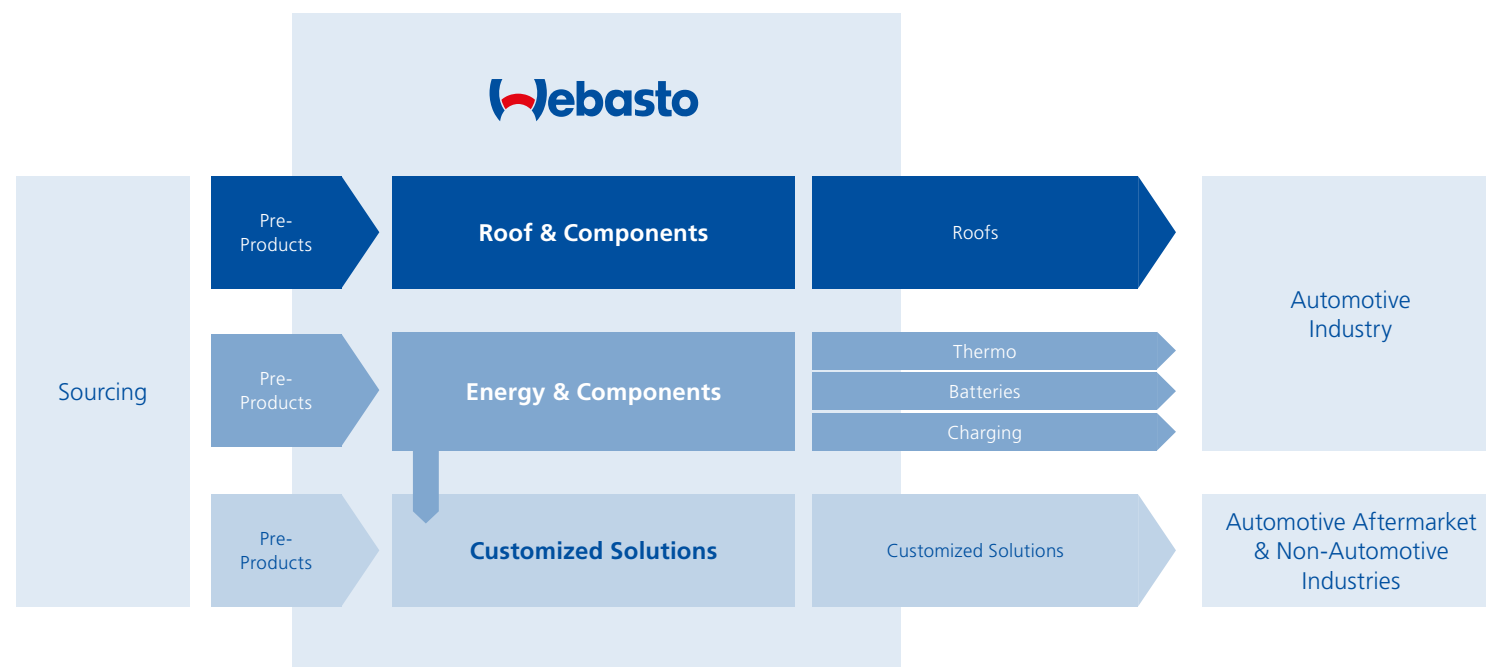
- **Heating Systems:** including parking and auxiliary heaters for cars and cabins, engine heaters for trucks, and electric heaters for hybrid and electric vehicles (cars and trucks).

- **Battery Systems:** Our unique modular design concept enables us to offer both individualized battery systems and standardized battery solutions for passenger cars and commercial vehicles.
- **Charging Systems:** We produce original accessories for electric vehicles, such as wallboxes, mobile charging systems and digital solutions – all standardized or individualized according to automakers' specifications.

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 aluminium 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

During the reporting year 2022, the global economy has cooled noticeably. This is mainly due to the significant rise in energy prices and persistently high consumer price inflation. In addition, the Russian war of aggression on Ukraine and an increase in geopolitical tensions has led to high economic uncertainty. Many central banks have raised key interest rates in response to the high inflation rates. As a result of the increased number of coronavirus infections and the associated production losses, there have also been new supply bottlenecks. Moreover, the effects of the shortage of semiconductors and

significant price increases for raw materials weighed on the margin and thus had a negative impact on Webasto’s economic activities. Nevertheless, in its core business unit Roof & Components, Webasto increased sales significantly due to higher volumes, particularly in North America and Europe compared to 2021, among others. This development had a positive effect on the EBIT. Finally, Webasto continues to focus its business areas on the global growth markets, having a good order backlog with a growing portion of new orders in new business areas. Despite the volatile market conditions, the company is optimistic about the future and is continuing to invest in its core business areas as well as its “transformation course” toward “sustainable electromobility.”

Grants and subsidies

Our commitment to sustainable investment is affirmed worldwide by government institutions in the form of financial grants and subsidies. In total, the Webasto Group received around EUR 20 million in government grants and subsidies in 2021/2022, the majority of which were aimed at investment in sustainable infrastructure or production facilities for electromobility and new technologies. We received government funding not only for our German activities but also in Asia and the U.S.

Due to their sustainable, high-tech and research-intensive nature, a number of our research and development projects also received funding, including our work on the digitalization of production. Together with partners, we are working in a consortium to achieve our goal: Implementing elements of a smart factory in our two German pilot plants at Utting and Schierling.

Direct economic value generated and distributed in million euro*	2020	2021	2022
Revenues Group	3,302.7	3,657.4**	4,338.6**
Salary payments	674.0	798.4	927.0
Payments to the government	66.8	63.9	61.5
Payments to owner	0.0	0.0	0.0
Provisions for pension payments	51.4	63.8	37.3

Revenues per region in million euro*	2020	2021**	2022**
Germany	463.5	531.5	663.3
Europe (without Germany)	595.8	687.5	796.9
Americas	642.5	768.6	1,125.1
Asia	1,591.4	1,632.9	1,732.5
Rest	9.5	36.9	20.8
Webasto Group	3,302.7	3,657.4	4,338.6

Revenues by business unit in million euro*	2020	2021**	2022**
Roof & Components	2,786.9	3,066.8	3,637.3
Energy & Components	218.0	265.2	349.9
Customized Solutions	297.8	325.4	351.4
Others/Elimination	0.0	0.0	0.0
Webasto Group	3,302.7	3,657.4	4,338.6

* Commercial rounding rules were applied to amounts (in million euro).

** Adjusted for discontinued operations

GOVERNANCE & COMPLIANCE

- » **The Webasto Management Board – committed to sustainability.**
Positioning itself on a wider basis the Webasto Board assumes responsibility for creating long-term and sustainable added value.



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 now consists of nine 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 three of the nine members are employee representatives, these requirements are met. The chair of the Supervisory Board is not a senior executive within the organization.

The Management Board now consists of five members. It manages the company and assumes responsibility for creating long-term and sustainable added value. Since April 2022, a woman is part of the Management Board.

The selection process for the Management Board and Supervisory Board ensures that members have the knowledge, skills and professional experience required to properly perform their duties. Performance evaluation of the Management Board is based on criteria of economic success. All members of the Supervisory Board and Management Board can be viewed on our [→website](#).

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 interest 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 and updated in December 2022. It includes a due diligence process for identification, evaluation, mitigation and tracking of potential issues.

Remuneration policy

As far as the Boards are concerned, any legal requirements regarding 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's performance as well as the individual target achievements into account (→chapter Sustainability management, →chapter Compensation). Provisions for pensions and other liabilities following employment amounted in 2022 to EUR 43.9 million (2021: EUR 67.9 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 an Antitrust Policy, Anti-Corruption Policy, Business Ethics Policy, Compliance Policy and Foreign Trade Policy. Breaches of com-

pliance have consequences that range – depending on the severity of the breach – from disciplinary measures to criminal sanctions. All Webasto Group Policies are approved by the Management Board of Webasto SE.

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, which was approved by the Management Board. 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 (SCDDA).

The SCoC covers:

- Internationally recognized human rights
- 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 →chapter suppliers' social and environmental performance. The assessments will also be used for risk identification and

the selection of sites to be audited. The SCoC document is regularly reviewed and adapted to changing requirements from our customers and new legal regulations.

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 (an externally hosted "whistleblowing" website) was implemented at the end of 2021 for all potential internal and external whistleblowers. It can be accessed through the Webasto website and is open for everyone. The channel is compliant with the EU General Data Protection Regulation (GDPR) and other applicable data protection laws.

Code of Conduct training sessions*	2020	2021	2022
Europe	2,966	3,737	4,748
Americas	576	1,524	1,474
Asia Pacific	129	795	770
China	374	1,672	1,705
Webasto Group	4,045	7,728	8,697

* Reporting scope: 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 2022 following any incidents that were 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 training is part of our onboarding for all new employees. Webasto also requires each employee to take part in mandatory compliance training at least every four years 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, conflicts of interest and antitrust.

Tax strategy

Our tax strategy is closely aligned with our business strategy and is integrated into 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 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. It 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 General Data Protection Regulation (GDPR) and the obligations arising from it 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 ISO 27001 (Information Security), and contains rules, requirements, and recommendations to maintain and improve the confidentiality, integrity and availability of all information and IT systems at Webasto.

Risk management

The Management Board defines the risk strategy and bears overall accountability for the corporate risk management system. Corporate risk management (CORM) works with information from existing processes to identify and assess risks of the operational business within the functions, regions and business units. Based on that, CORM investigates strategic risks arising from the supply chain, new technologies, trends and developments on the market, as well as macroeconomic situations. CORM aggregates all of the Group's risks and reports to the Management Board, including from a risk-bearing capacity perspective. If required, the risk report is presented to the Supervisory Board.

The combination of an operational and strategic view of risks consequently provides a holistic picture of Webasto's risk situation. CORM compiles information from each region or business unit across all functions to create an operational risk report. Strategic macro and business risks are reflected in the strategic risk assessment. Both approaches are combined in a Group-wide holistic risk report to enable the top management to make reliable decisions.

In addition to corporate risk management (CORM) we have designed and implemented an Internal Control System (ICS) to provide assurance regarding the effectiveness and efficiency of our Group's operations, as well as the reliability of our financial reporting. We are

currently working on a standardized process for environment, social and governance (ESG) risk management in 2023. So far, an initial concept for ESG risk management has been set up, mainly including qualitative (but also quantitative) assessments and corresponding mitigation activities. At Webasto we are following the general approach of differentiating ESG risks into physical risks and transition risks as well as identifying opportunities.

Therefore, we have started to investigate the most relevant ESG risk action fields for Webasto, focusing on the following, mainly environmental transition risks. ESG risks and opportunity fields for which we set up first internal assessments as well as mitigation activities are:

Emission regulation and corresponding legislation from the European Commission, Green Deal

Webasto understands the new legislation, sees its risks as well as its opportunities and is fully committed to the decarbonization roadmap of the Paris Climate Agreement, which means assessment and mitigation activities in the fields of:

- Reduction of CO₂* emissions from our own production
- Reduction of supply chain CO₂ emissions
- (Dis)Placement of products/technologies

Supply chain legislation and challenges

Webasto is aware of the challenges and responsibilities posed by its supply chains. We see new legislation as

an opportunity for a comprehensive, sustainable, and stable global supply chain:

- German Supply Chain Due Diligence Act
- Protection of human rights and the environment
- Raw materials (costs, green materials, shortage)

Energy supply

A stable and sustainable energy supply is crucial for Webasto as a manufacturing company:

- Energy supply costs and stability
- Transformation to green energy (re)sources
- Reduction of energy use

To also obtain a general assessment of our ESG risks, we use the Carbon Disclosure Project (CDP) rating as an indicator for necessary improvements and potential opportunities including physical risks. For risks that may have direct event-related impacts on assets, or an indirect impact on supply chain stability, we have implemented processes that follow Webasto's global standards.

In 2023, our initial ESG risk management approach will be detailed out and standardized processes will be in place. As the assessments and analyses show, in addition to the ESG risks that need to be managed appropriately, there are a number of opportunities that Webasto is exploiting for its sustainable business.

* To standardize and enable comparability, the emissions of various greenhouse gases are expressed as CO₂ equivalents (CO₂e). We have considered all relevant greenhouse gases as defined by the Kyoto Protocol 2005 (->chapter Climate & Environment). In the following, this report uses the simplified abbreviation CO₂ instead CO₂e.

Risks to the 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 throughout the company. With the accelerating trend towards 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 on the back of climate-related targets, giving us the opportunity to actively shape the future of sustainable mobility. For an example see our developments on solar roof technology for electric and hybrid vehicles. ([→chapter Customer & Products](#))
- **Value chain:** Improved logistics calculations provide us with more exact information on the financial cost as well as the CO₂ emissions of long transport routes. Within the Webasto climate strategy, which was established in 2022, we also set ourselves targets for emission reductions in our supply chain ([→chapter Climate & Environment](#)). We work to continually optimize our logistics chains to ensure cost-effective and climate-friendly delivery conditions under social standards e.g., by protecting human rights and the environment throughout our supply chain. ([→chapter Purchasing & Supply chain](#))
- **Investments 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 new product innovations for future vehicle generations.

SUSTAINABILITY MANAGEMENT

»» **We are turning sustainability from a project into a program.**

With our cross-functional team, we implement sustainability in the fields of action declared as material.



Committed to our goals

Since 2021, we operate a global sustainability program which ensures that sustainability is embedded in our governance, policies, management structure, operations and, ultimately, our products.

Responsibilities

The Chief Executive Officer (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 Chief Financial Officer (CFO) as his deputy. The Central Sustainability Team, which is part of the Corporate Strategy and Development department, is responsible for introducing, coordinating and integrating sustainability into strategic and business practices globally. Disciplinary responsibility for this lies with the Vice President of Corporate Strategy, who reports directly to the CEO. The tasks of the Central Sustainability Team include: sustainability strategy and reporting, driving Webasto's climate strategy, supporting the implementation of Sustainability management and measures, dialogue with stakeholders, coordination of internal committees and working groups, and reporting to the Sustainability Committee. Both internally and externally, the Central Sustainability Team is the contact point for all sustainability matters.

Committees

As the central decision-making body, the Sustainability Committee is composed of the Webasto Management Board and managers from the relevant business units, corporate functions and regions. In general, the Sustainability Committee meets on a quarterly basis.

The Sustainability Coordination Council, which meets monthly, has been set up under the leadership of the Central Sustainability Team to ensure progress and implementation within the company to achieve our sustainability goals. It is made up of representatives from all relevant corporate functions (Legal, Communications, Marketing & Brand, Human Resources, Purchasing, Operations, Research and Development, Health, Safety & Environment, Quality, Finance and IT) and business units. If necessary, the Sustainability Coordination Council can also establish and dissolve temporary working groups. The sustainability organization at Webasto is supplemented by a broad network of Sustainability Experts, which includes managers from different regions. They are also involved in implementing our sustainability goals.

Sustainability governance at Webasto



Compensation

To embed sustainability permanently in the organization, sustainability criteria have been anchored in personal target agreements of selected executives as of 2021.

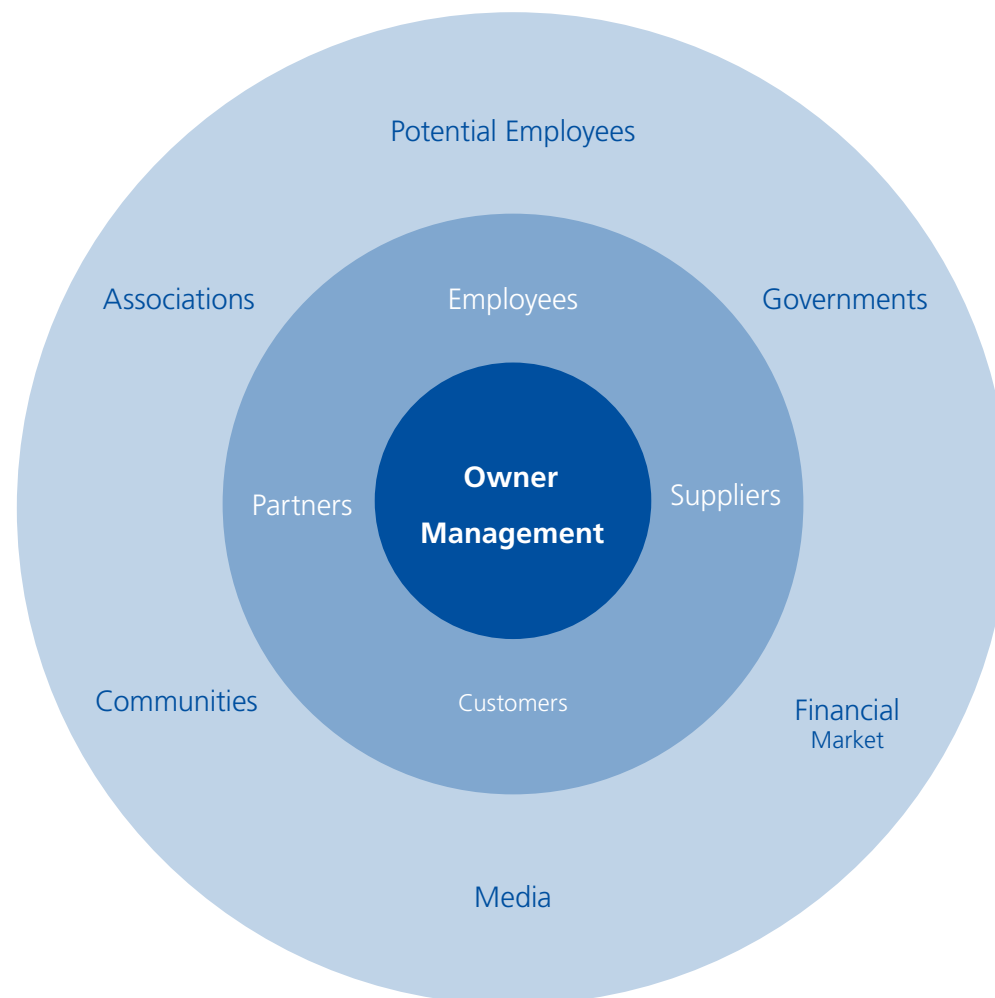
Stakeholder dialogue

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

- Customer surveys and continuous dialogue with customers;
- supplier days;
- a global employee survey conducted on an annual basis;
- internal events, dialogue platforms with key opinion leaders and digital tools, such as townhall meetings;
- sustainability rating platforms such as Ecovadis, NQC and CDP as well as customer requests and questionnaires, 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 and banks; and
- our annual press conferences.

Further methods of collecting feedback on stakeholder concerns regarding sustainability include dialogs 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 and program.

Stakeholders of Webasto



Materiality analysis

To determine the material topics for sustainability management at Webasto, we focused on the topics that are of relevance to our external and internal stakeholders. We developed our key areas for action in June 2021 based on 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 both the Sustainability Committee and the Management Board.

In 2021, Webasto identified the following material topics:

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

- 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

A review of the material topics in 2022 did not result in any changes.

Ratings

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

Ratings	2020	2021	2022
CDP climate (A to F)	D	C	C
CDP water security (A to F)	B	C	C
Ecovadis	43/100	45/100	51/100
NQC	81%	78%	81%

CUSTOMER & PRODUCTS

» We gain transparency about the impact of our products.

Early implementation of sustainability aspects in the product development reduces the footprint – and opens up unforeseen chances.



Committed to sustainable mobility

Customer & products – our targets



2022

23

24

25

28

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45

Integration of ESG criteria in the Product Evolution Process (PEP)

BY 2022

A new guideline integrates ESG criteria such as for material selection, LCAs, recyclability, packaging or renewable energy into our PEP.

CO₂ emission targets for main products

BY 2023

To achieve maximum transparency we are working on life cycle assessments that calculate environmental impacts of a product at all stages of its life cycle.

Recyclability criteria developed with suppliers and customers

BY 2023

Newly defined criteria are integrated in the sustainability PEP guideline. Any concrete activities depend on customer or legal requirements valid for the variety of products.

Committed to sustainable mobility

With our passion for technology and innovation, we have been expanding our range of products in the area of electromobility since 2016. We are a strong 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 industry standards, requirements, markets and trends. 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 a systems partner for the global automotive industry.

In 2022, Webasto invested in its own glass manufacturing facility and acquired Carlex Glass Luxembourg in Grevenmacher, now known as Webasto Luxembourg S.A. In this way, we have not only strengthened the competitiveness of our roof segment, but we will also be able to better contribute to the sustainable mobility of tomorrow. Electric vehicles and autonomous driving

are changing the requirements for roof systems. For example, roofs become increasingly “intelligent” even integrating additional functions into the glass itself. Switchable glazing, ambient lighting, smart glass, and the integration of solar cells play an important role in the electrified, green mobility of the future.

Products for climate-friendly mobility

At Webasto we are aware that our products have an impact on the environment and enhancing our product portfolio brings enhanced responsibility. In addition, our product portfolio and the production materials required are part of the Webasto climate targets ([->chapter Climate & Environment](#)). A key step to supporting target achievement is understanding the specific impact of our products in greater detail. In the reporting year, we have increased the number of Life Cycle Analyses and Product Carbon Footprints based on international norms such as ISO 14040/44 (Environmental management - Life Cycle Assessment) throughout our business units. This allows us to gain insights into emission drivers on the product level and to target measures more efficiently.

European Investment Bank supports sustainable battery development at Webasto

Webasto received a EUR 100 million loan from the European Investment Bank (EIB) to develop traction batteries for electric vehicles. The EIB's Green Loan is thereby funding research and development expenditure for Webasto's key battery systems field of business. Despite more challenging economic conditions, Webasto is continuously expanding its electromobility solutions business and recorded multiple large-volume orders in 2022, including from German passenger car manufacturers. Webasto also offers battery systems for commercial vehicles. The battery packs are manufactured at the German site in Schierling, among other places. Furthermore, our Testing and Prototyping Center is located in Hengersberg.

Webasto products help 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 has different lightweight technologies in series production. For example, roof systems made of polycarbonate or polyurethane composites offer up to 50% weight savings compared to roofs made of classic materials, which helps to reduce the vehicle's fuel consumption and CO₂ emissions.

Our Paper Honeycomb (PHC) technology not only offers a lightweight roof solution, thereby contributing to the vehicle's fuel efficiency, but also saves energy in the upstream processes since we can avoid the highly energy intensive production of steel and aluminum. Moreover, we use recycled paper for the honeycombs wherever the quality of the secondary material allows, which further improves the footprint. This is currently the case for our PHC projects in Europe.

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.

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 heating 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 climate-neutral e-fuels, such as bioethanol or hydrotreated vegetable oil (HVO).

Webasto supports e-mobility research

In collaboration with Webasto, RWTH Aachen University is realizing a research project on Europe's first prototype of an all-electric truck with a catenary current collector (pantograph). The main goal of the project is to develop several electric trucks whose powertrain can be selected according to the application, thereby optimizing it economically. The technology behind this is completely new, so advanced approaches to solutions had to be found. Webasto therefore provided support not only with important individual components – the Standard Battery System and the Vehicle Interface Gateway (VIG) – but also with technical consultancy. In the meantime, the prototype has already successfully undergone initial field tests, which clearly show the great potential of the project. As the required infrastructure can be implemented quite quickly, current studies show that the use of trucks with pantographs can save around 50 percent of CO₂ emissions compared to conventional trucks by 2030.

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.

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 Standard Battery System for commercial vehicles and off-highway applications is manufactured with 100% green electricity at our plant in Schierling, Bavaria. In 2022, the battery was used by more than 35 different customers around the world in a wide variety of vehicles. One of the latest projects in 2022 was realized with our Dutch customer Electric Construction Equipment (E.C.E), which has specialized in the conversion of Doosan excavators. Electrified excavators are preferred within cities due to their low noise and emission-free use.

The Webasto Standard Battery doesn't only support serial projects on the way to sustainable mobility. The battery was also provided to support the electrification of a truck with pantographs in a research project at RWTH Aachen University ([→ Highlight-Box](#)).

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 provides a range of charging solutions including mobile chargers for flexible on-the-go charging, a Vehicle-to-Load (V2L) Plug for charging electronic devices, wallboxes for safe and quick charging up to 22 kW, high-power chargers for fast charging and longer distances, digital solutions for billing and monitoring, and powerful industrial charging solutions for various industrial equipment.

Innovation management

To develop new, innovative technologies and processes, we are closely observing customer and market expectations through tech scouting, brainstorming product ideas, and implementing new ideas generated through studies, simulations, conceptual development, process development and studying hardware samples. As part of its innovation strategy, Webasto is a partner of the innovation platform STARTUP AUTOBAHN, actively exchanging with start-ups and searching for future partners to jointly develop innovative and sustainable mobility solutions.

Webasto R&D Management, which works closely with the Advanced Engineering department and the business units, has established two development processes, the Technology Evolution Process (TEP) for advanced engineering and the Product Evolution Process (PEP) for product development. On a Group level, the Execu-

tive Vice President for Research and Development and Product Management is responsible for adherence to Product and Process Innovation procedures at our 28 R&D locations worldwide.

To integrate sustainability criteria more deeply into our process landscape, we have worked out a guideline for sustainable product development which will support our development teams as of 2023. For example, we strive to check for the potential of innovative sustainable, e.g., renewable, materials already in the earliest phase of every new product development. Furthermore, we are currently collaborating with customers and raw material suppliers on numerous projects to develop solutions using renewable materials and defining recyclability criteria that can fulfill the requirements of our products. Together with our advanced engineering department, we are investigating the sustainability potential of novel designs, e.g., we are working on options for decreasing material specific CO₂ emissions of aluminum guide rails for our sunroof systems.

Following our environmental management approach, which is aligned with ISO 14001 (Environmental Management), 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. Currently, the amount of secondary materials varies with the material type. For example, for plastic materials, the recycle share we use is 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. For each new project we check the potentials to use recycled, bio-based or biomass balanced plastic raw materials where possible.

However, we are striving to increase our use of recycled materials. In our convertible segment, we are already using recycled nonwovens for acoustic insulation.

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. One focus point for us is the development of single-variety materials. For instance, in cooperation with a customer we are investigating the potential of using mono-material headliner solutions to improve the recyclability characteristics of our products.

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. During the production of our Standard Battery System the non-reusable production scrap is professionally recycled in cooperation with a well-known recycling partner. We also cooperate with regional recycling partners as well as regional further processors to reduce transport routes and secure resources within the EU. Furthermore, we are developing strategies for secondary use. As a battery manufacturer and developer, we know there is energy capacity left in the batteries once they've exceeded their initial intended use. For example, we use 2nd life batteries as storage for the photovoltaic power plant at the Schierling production location. This helps us optimize self-consumption, harmonize energy peaks and optimize our carbon footprint.

Together with our partners in the supply chain, we want to develop holistic processes and increase the use of reusable packaging. This approach cannot yet be mapped in terms of data technology in such a way that we can measure a valid percentage improvement based on global comparison parameters. Despite quantification, we are engaged in increasing returnable packaging at all sites worldwide.

The sunroof frame: Saving materials by reducing the wall thickness

The largest components in sunroofs are plastic frame parts. Previously sunroof frames had a basic wall thickness of 2 mm. With the support of injection molding simulation (moldflow), studies were carried out to reduce the wall thickness to 1.6 mm. In this way, material and weight could be saved. By doing so, material was removed from mechanically irrelevant areas and stiffening was introduced in areas where higher stress occurs. In a customer project, around 0.5 kg or 25% of plastic raw material per roof was saved compared to similar frame parts, resulting in lower vehicle energy consumption and significantly reduced environmental impact of component production and end-of-life disposal.

Product safety and compliance

At Webasto, a standard process for product safety 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 involves our suppliers via development contracts. Requirements are continuously updated in collaboration with 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 recurrences. 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. 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 labelling 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 by 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
- Great Wall Quality Contribution Award

2022

- CJLR Award for our plant in Jiaxing, China, for high-quality products
- Hyundai Kia supplier award in the category 'best localization' for a smooth production launch in India
- Dongfeng Nissan Excellent Supplier Award in China (Guangzhou and Xiangyang)
- '2022 Supply Guarantee Award' by FAW-Volkswagen
- BMW Supplier Innovation Award in the category 'Customer Experience'

PURCHASING & SUPPLY CHAIN

»» **We address our Scope 3 upstream emissions.**
By partnering with our global suppliers, we join forces to develop ideas for reducing emissions.



Committed to responsibility

Purchasing & supply chain – our targets



2022

23

24

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28

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German Supply Chain Due Diligence Act implemented

BY 2023

The new risk assessment process for our direct suppliers will ensure that we meet all SCDDA requirements. A new software solution captures published supplier alerts.

Adaption of supplier mgmt. process to integrate new requirements

Our Supplier CoC, which reflects the SCDDA*, is binding for all suppliers. All suppliers sign it when they join our new supplier portal.

Focus on sourcing decisions considering sustainability criteria

BY 2024

Ensure ESG risks are managed properly

BY 2022

An initial concept for ESG risk management has been set up in 2022. It provides a first picture of Webasto's ESG risk situation.

Standardize processes for ESG risk mgmt.

BY 2023

* Supply Chain Due Diligence Act

Committed to responsibility

We strive to build a sustainable and ethical 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 over 250 different types of parts and components from approximately 1,700 suppliers for manufacturing 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 is 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 & Supplier Quality. Webasto Purchasing has a strong regional and business unit focus on sourcing, which helps the organization react 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 initiatives to promote greater environmental responsibility, and encourage the development and dissemination of environmentally friendly technologies.

» 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



#futuraize2gether - Exchange of ideas with global partners

In 2022, Webasto was pleased to invite its global partners to the **International Webasto Supplier Day**. Under the motto **#futuraize2gether**, representatives from Webasto exchanged ideas with around 300 guests from 20 countries on **sustainability, digitalization and innovation**. At the hybrid event, six awards were presented to business partners. In the sustainability category, Webasto awarded the Neubrandenburger Stadtwerke GmbH that supplies all of Webasto's German sites with electricity generated from 100 percent renewable energy sources. The public utility company thereby supports Webasto in pursuing its environmental sustainability goals.

Local purchasing

Our purchasing vision takes sustainability as well as timely delivery and cost into account. As a result, a significant share of our suppliers is local, and we have initiatives in place to increase share of localization. In general, a local supplier is a supplier operating within the region of the supplied Webasto plant. For Europe we divide into Western Europe and Eastern Europe to consider the fragmented national structure. This way we better reflect our localization efforts in each sub-region.

The localization rate, meaning the share of purchasing budget expended within the region of production, varies by region. For Western Europe, we see a decreasing localization rate from 73% in 2020 to 67% in 2022. At the same time the localization rate in Eastern Europe increased from 40% in 2020 to 46% in 2022 for production material. In China and Americas, the locally sourced materials remained stable at a high level of 99% and 92% respectively. In Asia Pacific we have seen a drop from 97% to 94%. We are reviewing the local sourcing share in our regions on an annual basis.

Localization of supplier production locations is part of our purchasing category strategies. Especially for new supplier awards nearshoring will be one of our focus criteria.

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 (Environmental Management), the Eco-Management and Audit Scheme (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 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 perform a monthly “health check” for all suppliers and can see on the dashboard whether the suppliers have the relevant environmental certificates.

Currently, 43% of our direct material suppliers in Europe and 40% worldwide are certified to ISO 14001 (Environmental Management). Alternative systems such as EMAS are also accepted but are not recorded in 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 1,000 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 meet to discuss suppliers that have an increased risk rating, define countermeasures and decide on what actions to implement. If our actions are ineffective 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	2022
Europe	43%
Americas	20%
Asia Pacific	54%
China	46%
Total	40%

Percentage of spend sourced locally (same region)*	2020	2021	2022
Europe			
Western Europe	73%	67%	67%
Eastern Europe	40%	45%	46%
Americas	93%	91%	92%
Asia Pacific	98%	97%	94%
China	99%	99%	99%
Total	85%	83%	83%

* Percentage of spend sourced locally refers to the share of purchasing budget expended within the region of production of each Webasto plant. Reported data is consolidated on a regional basis.

Human rights and social aspects

Society's and manufacturers' expectations regarding fair supply chains and human rights are increasing. At the same time, government regulations are becoming tighter in many countries and the European Union is adopting a new supply chain act.

In 2022, we took our first steps in adapting our processes to meet the requirements of the German Supply Chain Due Diligence Act. One important action was the introduction of our [Supplier Code of Conduct](#) to the supply base in 2022. In the past, human rights adherence was explicitly set out in the General Terms and Conditions (GT&C), however, the new SCoC is more detailed and comprehensive. It is now a prerequisite for doing business with Webasto. All suppliers, new and existing, must sign the document and return it to Webasto. As such, it becomes part of the legal framework governing the business relationship.

We ensure that any new supplier agrees with the SCoC through our mandatory supplier self-registration process via the supplier portal. Also, our existing supply base is approached to comply with the new SCoC. This happens when the existing suppliers register themselves on our newly rolled out supplier portal.

We expect our suppliers to ensure that their employees adhere to the requirements outlined in the SCoC within their own operations, and for them to oblige their sub-suppliers within the respective supply chains to do the same.

Another focus area was to define and document the risk analysis process for suppliers and the Webasto Group (our own business processes). Here we aligned on an execution approach as well as a supporting tool to provide the required information on identified risks and actual violations. In 2023, we will perform the risk analysis and evaluation to identify high-risk suppliers and risks within the Webasto Group and afterwards start implementing prevention and mitigation measures to address the risks.

From our whistleblowing system we have not received any messages on potential human rights violations. So to date, violations of human rights by our suppliers and within the Webasto Group are neither known to Webasto nor otherwise apparent or obvious ([chapter Governance & Compliance](#)).

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 their 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 the International Material Data System (IMDS). In total, nearly 398 suppliers are screened based on the IMDS.

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

CO₂ emissions in the supply chain

As part of our climate strategy project 2022, the CO₂ emissions in our supply chain have been calculated for the first time. Purchased goods and services make up a large part of Webasto's Scope 3 emissions, which is why we see great leverage here for reducing our emissions. More information on this can be found in the [chapter Climate & Environment](#).

CLIMATE & ENVIRONMENT

» **We are on the path to decarbonization.**
Our ambitious targets are leading us to measures to make a significant contribution to achieving the Paris climate targets.



Committed to transformation

Climate & environment – our targets



2022

23

24

25

28

30

45

-30% CO₂ emissions in production

BY 2030

This emission target has been replaced by group wide climate targets. Overall, our emissions have increased due to business growth in the reporting year.

Clear Group CO₂ reduction targets

BY 2022

Our climate strategy sets Group carbon reduction.

Group carbon reduction*

Scope 1&2*: -50%

BY 2030

Use of 100% Green Electricity

BY 2030

Scope 3 upstream*: -25%

BY 2030

Net Zero

BY 2045

"B-" CDP Climate rating

BY 2022

BY 2023

Despite great efforts, we received a C-rating in 2022. A focused, thoughtful plan will help us improve our performance.

* Compared to base year 2021

Committed to transformation

Manufacturing our products and carrying out our business operations are undeniably resource and energy intensive. As such, our production sites and own operations have a substantial environmental impact. We are aware of this and take responsibility for it.

To strike a balance between manufacturing and environmental protection, we successfully carried out a Webasto-wide climate strategy project in 2022. Furthermore, we improved transparency and management of material environmental figures such as energy, water and waste, to even better align our actions with preserving natural resources. All production sites and our headquarters were – and are – continuously involved in data collection and reporting on environmental and climate-related data. A responsible HSE officer at each location oversees the data collection. The HSE officer reports at least once a year, as part of the management review, to the HSE managers in the region, who in turn report to the global HSE manager, the global operations manager and the Central Sustainability Team.

The climate strategy project led by the Central Sustainability Team resulted in our newly released, ambitious CO₂ reduction targets. The climate strategy project was conducted involving all relevant departments, business units and worldwide locations. To move towards and ultimately achieve our ambitious targets, we took the requirements of our major stakeholders, especially employees, customers, partners, suppliers, and

regulators into account. Most importantly, we aim to contribute to the UN Paris Climate Agreement to limit global warming to 1.5 degrees, thereby demonstrating our ambition and contribution to the transformation towards a more sustainable and circular economy. During the climate strategy project, we expanded and enhanced our carbon accounting approach. Starting with this year's sustainability report, we will also report Scope 3 upstream emissions according to the GHG* protocol.

In this report we no longer report the energy and carbon data for 2020. The main decision driver for this is the change in scope, methodology and data collection processes for the 2021 corporate carbon footprint as well as choosing 2021 as a base year for all future consumption and emission comparisons as decided in the 2022 climate strategy project.

To better assess the future impact of climate change on Webasto, we modeled different climate change scenarios in a group-wide scenario analysis. Building on this analysis and a detailed assessment of in-house decarbonization potentials, we derived major levers for decar-

bonization. In 2023, we continue working on our robust transition roadmap to put our CO₂ emission targets into action. This includes expanding existing structures, governance and enhancing capabilities.

All processes related to environmental protection as well as quality and occupational health and safety are bundled in the Webasto Integrated Management System (WIMS). Our environmental policy which is part of the WIMS was last released in August 2020 and will be updated in 2023. 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 Chief Operating Officer and the Management Board.

* The Greenhouse Gas Protocol, a Corporate Accounting and Reporting Standard and Corporate Value Chain (Scope 3) Standard

Certifications

41 of our sites, covering 85% of our employees, are certified to ISO 9001 (Quality Management), 33 of our sites, covering 82% of our employees, are certified to IATF 16949 (requirements for quality management systems in the automotive industry) and 37 of our sites, covering 96% of our employees, are certified to ISO 14001 (Environmental Management). About half of our employees are also covered by management systems certified to ISO 45001 (Occupational Health and Safety) or the Occupational Health and Risk Management System (OHRIS). Our respective certificates are available [→online](#).

Use of raw materials

As a global supplier and enabler of mobility, Webasto aims to pursue the principles of resource efficiency and circular economy. We strive to continuously reduce the amount of raw material used for our products by applying our innovative strength and optimizing our product designs. We focus particularly on offering lightweight solutions for the automotive market. Where technically feasible, we aim to replace metals with high performance plastic resins and increase the use of plastic resins with low density and carbon-fiber-reinforced thermoplasts ([→chapter Customer & Products](#), [→chapter Product design and recycling](#)).

We try to reduce extraction of raw material where possible. This aligns well with our overarching strategy of standardizing materials, reducing variants, achieving

** According to the Greenhouse Gas Protocol, a Corporate Accounting and Reporting Standard

Certifications as of 2022	ISO 9001	IATF 16949	ISO 14001	ISO 45001 or OHRIS	DIN EN 16247*
Number of locations	41	33	37	25	13
Relevant locations for certifications	44	38	39	25	13
Employees covered	85%	82%	96%	64%	39%

* Only valid in the European Union

transparency and enhancing traceability in the supply chain. Established supply agreements ensure we avoid the use of substances of concern, and the IMDS supports traceability. In 2022, we have started to use Life Cycle Assessments to enhance transparency regarding our environmental impact. As a next step, we want to integrate further principles of circular economy into product development and production.

The data collection processes and methods for material consumption are currently under review and optimization. For this reason, no material consumption data can be disclosed in 2022. We plan to include disclosure on material consumption again in our next sustainability report – to be published in 2024.

Emission management and strategy

Internal and external requirements for emission management and a comprehensive climate strategy are growing in number and complexity. Webasto's emission management and strategy consists of a set of impact fields to meet the requirements and enable climate-friendly business growth.

Corporate carbon footprint

To ensure comprehensive carbon accounting, the Corporate Carbon Footprint (CCF) was calculated for the second time for the reporting year 2022. It covers the entire Webasto Group with all production and service locations world-wide using the Operational Control Approach**. We calculate the absolute CO₂ emissions of the Webasto Group following the Greenhouse Gas Protocol (GHG Protocol) standard, which consists of direct emissions from production processes and the generation of electricity and heat (Scope 1) and indirect emissions from the purchase of energy (Scope 2). Following the GHG Protocol we use dual

reporting for Scope 2 calculation but use the market-based approach for primary Scope 2 reporting. At Webasto we also calculate the Scope 3 upstream emissions which encompass the indirect greenhouse gas emissions from our supply chain related to purchased or acquired goods (tangible products) and services (intangible products) generated cradle to gate but also transportation, business travel and employee commuting. We followed the spend-based approach for evaluating our Scope 3 emissions. In general, the relevant calculated emissions include further greenhouse gases besides carbon dioxide (CO₂) such as methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃) which are converted into CO₂ equivalents (CO₂e). Biogenic emissions from the combustion of biomass and biofuels are accounted and reported separately to the total Scope 1 emissions of Webasto (summarized as “outside of scope”).

In 2022 our CO₂ emissions decreased by 4% compared to 2021. Besides reduction drivers such as switching to a green energy supply, reductions can be predominantly attributed to the spend-based approach and the associated reduction of emission factors due to inflation adjustment. Organic business growth counteracted a higher emission reduction rate.

Recalculation policy

Webasto has set the CCF 2021 emissions inventory as base year emissions for developing the Webasto Climate Targets 2030. In order to accurately track progress towards our emission reduction targets we will

*** The Greenhouse Gas Protocol, a Corporate Accounting and Reporting Standard

adjust our base year emissions inventory to account for significant changes if the changes lead to an increase or decrease in emissions of greater than 5%, following the GHG Protocol*** guidance. We may also choose to recalculate our baseline for changes less than 5%, especially when structural changes occur. Significant changes triggering a recalculation are:

- Structural changes such as mergers, acquisitions or divestitures. When significant structural changes occur in the middle of a year, the current and baseline year will be recalculated for the entire year.
- Methodology changes including improved data access, updated emission factors or standards.
- Data errors or other significant changes within our organization or operations that significantly affect our emissions.

In 2022 a recalculation of our 2021 base year was triggered by the acquisition of Webasto Luxembourg SA, Grevenmacher. To account for the new production site and an accurate target setting, the emissions were incorporated into the base year emissions inventory

Emissions* (in t CO ₂ e)	2021	2022
Scope 1	21,889	23,818
Scope 2**	122,449	129,186
Outside of Scope	521	350
Scope 3 (upstream)	3,653,457	3,499,108
Total	3,798,316	3,652,462

* Reporting scope: all locations worldwide

** Primary approach: market-based. Scope 2 location-based

109,182

118,723

Energy consumption* in kWh	2021	2022
Fuel for heating	703,376	541,130
Fuel for company cars	11,511,647	9,010,509
Natural gas	78,410,266	78,813,536
Biomass	1,473,000	991,000
Electricity	210,527,312	239,077,044
of which on-site renewable	3,144,059	6,273,190
of which purchased renewable	25,893,498	32,018,399
Total	302,625,602	328,433,219

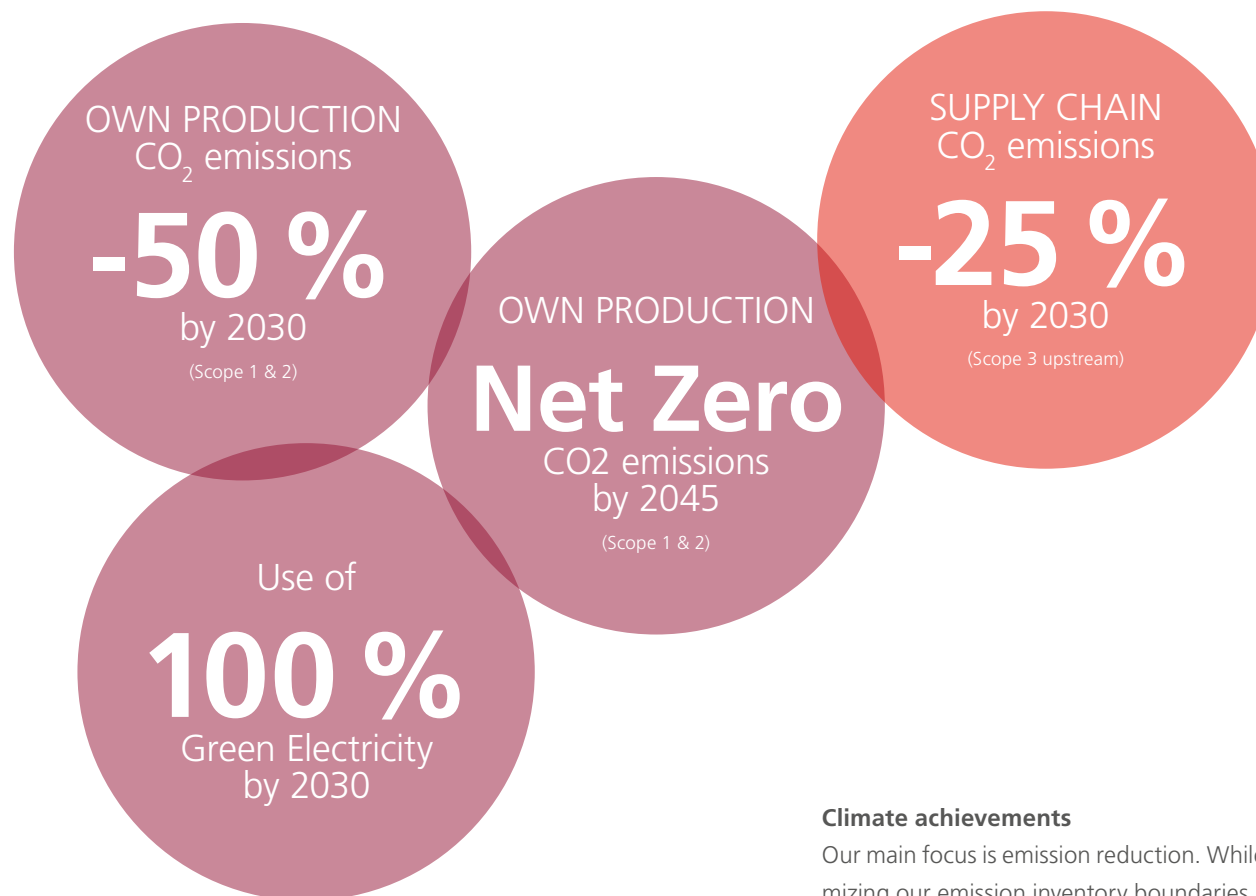
* Reporting scope: all locations worldwide

Climate targets

Webasto has set ambitious climate targets to reduce emissions to a minimum in line with the [→ Science Base Targets](#) initiative: Reducing Scope 1 & 2 emissions by 50% by 2030 compared to the 2021 base year, and accomplish net-zero emissions by 2045. As part of the corporate decarbonization roadmap key levers for reduction were identified, such as switching to renewable energy sources especially for electricity. Besides generating electricity on site e.g., by using photovoltaic systems, local options for greener heat supply e.g., via biomass, are also being considered or already in implementation. In addition, enhancing energy efficiency and re-thinking energy intensive processes were identified as impactful. This, for example, also includes switching the remaining production sites to all LED lights and making more efficient use of waste heat, especially from older production halls. At Webasto we have understood that all stakeholders must be involved in the climate protection activities and emission reduction throughout the supply chain. Hence, we have also set a Scope 3 upstream target to reduce emissions by 25% by 2030 on the 2021 base year emissions inventory. The largest driver of emissions is purchased goods. As part of our decarbonization roadmap we assess our main reduction potentials along our supply chain. Potential measures are the increased share of renewable energy for our materials and the reduction of scrap from production. Furthermore, we are working towards using more environmentally friendly materials and increasing the share of secondary materials within our products. To raise suppliers' awareness we are currently extending our supplier dialogue and engagement.

* All reduction targets are in accordance with the Science Based Targets initiative (SBTi) and refer to the base year 2021.

Ambitious climate & environment targets* Webasto Group



Climate achievements

Our main focus is emission reduction. While we are optimizing our emission inventory boundaries, we have also accomplished steps towards enhanced climate protection. In 2022 the share of green electricity consumption for the Webasto Group has increased by 35% compared to 2021, either through in-house generation or by purchasing green electricity.

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 mostly for sanitary purposes at Webasto, potential water risks at our sites are assessed as part of our environmental management.

In the reporting year, the total water withdrawal amounted to 428,678 cubic meters (2021: 315,387 m³). Water discharge in 2022 amounted to 407,837 cubic meters (2021: 297,115 m³). Reasons for the increase of water withdrawal and discharge from 2021 to 2022 are the opening of new production sites that started operating in 2022 and improvement of data management and methodology. Moreover, business activity has increased. Unlike last year's report, we no longer provide the metric service water as a separate indicator. This value is now included in the metric water withdrawal. In addition, we are now reporting on water discharge. Data for this metric is available starting from the reporting year 2021. Overall, we have optimized our data collection processes in the past year and expanded the coverage to include all our production sites and regional headquarters. The expanded scope applies to data from the year 2021 onwards, which is why the reported values for the reporting year 2021 have been adjusted compared to our previous sustainability report.

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. Particularly in areas that suffer water stress, we try to continuously increase our efficiency in terms of water usage.

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.

Water* in cubic meters	2020	2021	2022
Water withdrawal	279,435	315,387**	428,678****
Water discharge	Not available***	297,115	407,837****

* Reporting scope: all production sites and regional headquarters

** Value has been corrected compared to the previous sustainability report. The reason for this is an extension of the reporting scope which now includes all production sites and regional headquarters. Additionally, some values at site level have been adapted due to data quality improvements.

*** Data for water discharge was initially collected for the reporting year 2021. Historical data for reporting year 2020 is therefore not available.

**** Increase in water consumption and discharge from 2021 to 2022 was caused by new production sites as well as an increase in business activity.

Waste

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.

Total waste generation in 2022 amounted to 34,565 tons (2021: 21,243 tons). The largest share of waste is generated at our production facilities. Similar to the development of water withdrawal and discharge, the increase in waste generation from 2021 to 2022 can be explained by the opening of new production plants, the improvement of data management and methodology, and the increase in business activity. In line with the scope adjustment for water metrics, the scope for waste data has been expanded to include all our production sites and regional headquarters. This scope applies to the reporting year 2021 onwards which is why reported waste values for 2021 have been corrected compared to our last sustainability report.

In order to reduce waste amounts in manufacturing, a reject rate target has been defined for each plant and each product. 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 production sites and regional headquarters, and subsequently consolidated in a 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.

Waste generated* in tons	2020	2021	2022
Hazardous waste**	1,215	1,499***	1,847****
Non-hazardous waste	8,786	19,744***	32,718****
Total	10,001	21,243	34,565

* Reporting scope: all production sites and regional headquarters

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

*** Value has been corrected compared to the previous sustainability report. The reason for this is an extension of the reporting scope which now includes all production sites and regional headquarters. Additionally, some values at site level have been adapted due to data quality improvements.

**** Increase in waste generation from 2021 to 2022 was caused by new production sites as well as an increase in business activity.

Note: We will no longer report on Volatile Organic Compounds (VOC). The relevance of this metric for the Webasto Group is relatively small associated with a relatively high effort to obtain global data. However, we are (re-)evaluating the relevance at regular intervals and will include these figures again in the future if necessary.

EMPLOYEES & WORKPLACE

» **We believe our success starts with our people.**
With our holistic view, we create an environment that enables all employees to contribute to the sustainable future of our company.



Committed to passion

Employees & workplace – our targets



2022 23 24 25 28 30 45

Double number of female managers in Germany

We want to increase diversity in our leadership and management positions. We will further intensify these efforts and also work on a revised definition of global leadership in 2023.

BY 2028

Increase of training hours up to 10 hours per employee

Continuous training of our employees is important to us to pave the way for outstanding performance. In 2022, each employee spent an average of 12 hours developing individual skills.

BY 2025

1st Female Executive Board Member

For the first time, our Management Board includes an Asian woman. As Chief Operating Officer, she has global responsibility for production, purchasing and quality.

BY 2022

Committed to passion

We believe our success starts with our people and are committed to helping our employees reach their fullest 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 16,000 employees works in more than 50 locations in over 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 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 (Human Resources) executive. They meet in monthly management meetings and cultivate regular exchanges 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 well-being of our employees seriously and aim to ensure fair and attractive working conditions. Our goal is to maintain and improve employee health and well-being by providing several offers, such as fitness possibilities and a wide variety of virtual and classroom training on healthy food, mental health such as “staying strong in times of Covid-19” and resilience. We also train our people leaders to maintain health and well-being in their teams and offer personal self-reflection tools, such as 360-degree feedback.

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, which are part of our [→Code of Conduct](#), 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 in balancing their careers with family life. Alongside remote working, we offer subsidized childcare in our in-house crèche at our German headquarters, as well as an in-house gym and tuition support for all employees with children in

South Korea. Benefits vary throughout the regions depending on local standards, regulations and market conditions. Further benefits for employees in Germany include a company pension plan, disability insurance, public transport tickets, vaccinations and gym access. Since 2022, Webasto offers its employees a leasing program for (electric) bikes for the majority of our German sites.

Labor relations

To maintain the stability of our workforce, we mainly employ permanent employees (84% of the workforce; 2021: 80%). In 2022, the percentage of temporary workers was 16% (2021: 21%). 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, laid down in the International Labour Standards of the International Labour Organization (ILO). At Webasto, the fluctuations in employee numbers throughout 2022 remained at a similar level. In certain regions fluctuation rates slightly increased compared to the previous year ([→chapter Detailed employee figures](#)).

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 by law, including the possibility of forming works councils and engaging in trade union activities. Employee representatives negotiate with the 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. In the course of exercising due diligence regarding our supply chain in accordance with the German Supply Chain Due Diligence Act, we will execute an in-depth risk analysis in 2023 for the Webasto Group. Based on the outcome, prevention and mitigation measures will be defined and implemented. For more details please also refer to the [→chapter Purchasing & Supply chain](#).

In 2022, no collective redundancy plans on a larger scale were implemented. All capacity adjustments were made through mutually agreed transfers.

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

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 September 2022 and had a participation rate of over 80%. The questionnaire consisted of 21 questions on the topics of purpose and direction, work environment, work enablement and personal growth. 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 74 out of 100 points (1 point below the benchmark), which was measured based on job satisfaction and employees' willingness to recommend the company to others. In comparison to last year, the global result is stable despite internal and external challenges. A follow-up process was initiated to enhance our global employee survey results. We are looking particularly closely at improvements in the identified focus locations. We will conduct regular sessions to share best practices, leverage synergies, provide global support, and track the progress.

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 2022, the average number of training hours per indirect employee was 12.3 (2021: 3.2 hours). Our goal is for every employee to attend an average of 10 hours of training by 2025 to ensure that continuous development is guaranteed. Employees' further training requirements are usually discussed between employees and managers in annual performance and development reviews.

In 2022, all our indirect employees – employees who are not physically involved in the manufacturing process, representing the overhead that is needed to support any level of operations – and hence 61% of all Webasto employees received a regular performance and career development review (2021: 60%). For direct employees, who are physically involved in the manufacturing process, there is no digital global approach, but some locations have local agreements in place that regulate performance reviews.

In 2022, the Executives successfully underwent a leadership program to become even more responsive to the requirements and changes in the automotive sector. In 2023, we will extend the program to all managers within Webasto.

Apprenticeships and vocational studies with Webasto

Webasto also supports the advanced education of employees in Germany, such as 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 2021/2022) we had 195 apprentices and dual students at our German sites (2020/2021: 176). After completing their training, 72% were taken into employment at Webasto (2020/2021: 92%).

Top employer certification

In 2022, Webasto was recognized by the Top Employers Institute as a "Top Employer" in Germany, China, and Romania. The certification reinforces our outstanding employee orientation, so we work continuously on the design and further development of our HR strategies. We received special recognition in the areas of diversity & inclusion, organization & change, continuing education, well-being, and employer branding. In July 2022, Webasto India was recognized as a "Great Place to Work" by the Great Place to Work® Institute India. The certificate emphasizes our outstanding employee focus and pride in working for Webasto. Furthermore, Webasto was recognized with the silver "Best Recruiter 2021/2022" Award in Germany, the biggest independent recruiting study in the German speaking region. We were ranked number 1 in the Automotive Benchmark section as well as number 14 of all 204 certified companies and were especially nominated for our career

Average training hours per employee* by region	2020	2021	2022
Europe	4.3	4.6	11.6
Americas	5.7	5.2	12.9
Asia Pacific	3.7	3.1	8.8
China	24.7	4.6	14.8
Total	8.7	3.2	12.3

* Reporting scope: all indirect employees globally, location size > 100 employees. These KPIs reflect training hours for classroom training (physical and virtual) and e-learning (online) that are reported centrally via the Webasto Global Academy. Gender-specific data cannot be provided, yet.

Apprentices and dual students at German sites of Webasto*	2019/2020	2020/2021	2021/2022
Total number	190	176	195
of which female	55	46	47
of which male	135	130	148
Takeover rate	71%	92%	72%

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

webpage, social web, application response and talent relationship management.

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. We also want to achieve this in other markets that are important for Webasto, such as the U.S.

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' well-being.

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. The Policy has been approved of by the Management Board of Webasto.

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 crafts-

Work-related injuries (Webasto employees)*	2020		2021		2022	
	Total	per 1,000 employees	Total	per 1,000 employees	Total	per 1,000 employees
Work accidents	499**	35	471	30	133**	8

* Reporting scope: all production sites and regional headquarters apart from Webasto Luxembourg and exclusive plants of the business unit Customized Solutions

** Decrease in work accidents can be explained through the introduction of a new definition for work accidents ("incident that leads to an employee being absent for at least one day").

people, receive instruction in the site-specific rules and regulations before they start working. All employees are called upon to report accidents as well as any potentially unsafe situations ("near misses") following a predefined process via forms filed under the WIMS.

In 2022, we recorded a reduction in workplace accidents, but improvements are still needed in some regions. From 2022 onward, data on near misses will not be included in our sustainability report. However, measures are planned for 2023 that address the mindset of our employees in order to foster awareness of health and safety thereby improving near-miss reporting.

Multi-site certification was achieved for ISO 45001 in 2022 (Occupational Health and Safety) for the first time, and we intend to further expand our health and safety certifications. A global data reporting system was established in 2022 to improve data availability and gain further insights, for example concerning the main types of work-related injuries worldwide. In 2022, the majority of injuries were cuts and abrasions.

Promoting health

All employees are instructed and trained at least once a year in 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.

Health and safety is managed globally at Webasto. Each and every employee receives a thorough Health, Safety and Environment onboarding as soon as they join the company. We also regularly run global health and safety campaigns on our intranet as well as training and on-premise instruction. Each year, two global Health, Safety and Environment networking days take place in order to harmonize and synchronize our global efforts.

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. Therefore, we are committed to providing equal opportunities for everyone and foster an environment in which our employees can grow. This is also embedded in our Diversity Charter which was introduced in 2021.

Our first step in implementing our diversity vision in 2022 was to improve gender diversity in management positions, beginning in Germany. The current proportion of women in our global workforce is 28% (2021: 27% corrected) and in Germany women make up 22% of our workforce. Approximately 15% of our management positions* worldwide are held by women, in Germany this figure is 11% (2021: 10%). We aim to double the number of female managers in Germany by 2028 compared to 2021.

As such, we are gearing our recruitment activities and talent development toward achieving a balanced gender ratio by implementing a range of 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 piloted leadership training on diversity awareness and unconscious bias. On the Management Board level, we welcomed a new female member of the Webasto Management Board in September 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 and is laid down in our Code of Conduct.

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 2022, 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 has been rolled out. To date, violations of our principles are neither known to Webasto nor otherwise apparent or obvious.

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.

Culture Ambassadors@Webasto

The Culture Ambassadors is a region-wide cultural program with over 100+ active ambassadors started in January 2022. This group takes a cross-functional approach to reviewing and improve workplace culture at Webasto Americas.

Diversity Charter

The Diversity Charter for our global workforce which was developed in line with the 'Charta der Vielfalt e.V.' association, 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.

At Webasto, we embrace the advantages of a diverse workforce to create innovative products for our global markets and customers. We commit to creating an inclusive work environment, where everyone is respected, valued, and feels a sense of belonging. Working in an inclusive environment empowers our employees to use their individual competencies and develop their full potential. We are convinced that this will also have a huge positive impact on our business results on a long-term basis. Therefore, we defined a global concept and a roadmap for 2023-2025 and we will roll-out diversity training and enhance regional activities. As per our Diversity Charter, we guarantee fair, competitive, and transparent remuneration for our employees, including equal pay for all genders.

* Management Level 1-4 (disciplinary)

Detailed employee figures*

Employment (Legal Headcount)**	2020	2021	2022
Total***	14,154	15,710	16,342
of which limited	27%	21%	16%
of which permanent	73%	80%	84%

Employment by region (Legal Headcount)**	2020	2021	2022
Germany	3,890	3,933	3,968
of which limited	3%	4%	4%
of which new hires	5%	9%	8%
Fluctuation rate	6%	7%	10%
Europe without Germany	3,995	4,192	4,469
of which limited	7%	17%	18%
of which new hires	17%	16%	19%
Fluctuation rate	14%	17%	18%
Americas	2,816	4,015	4,144
of which limited	7%	10%	0%
of which new hires	27%	60%	51%
Fluctuation rate	24%	53%	55%
Asia Pacific	779	903	1,102
of which limited	5%	5%	7%
of which new hires	8%	15%	26%
Fluctuation rate	5%	7%	10%
China	2,674	2,667	2,659
of which limited	61%	59%	55%
of which new hires	7%	12%	11%
Fluctuation rate	15%	14%	13%

Employment by gender (Legal Headcount)**	2020	2021	2022
Female	3,703	4,277	4,547
of which limited	16%	19%	17%
of which new hires	18%	32%	33%
Fluctuation rate	13%	19%	27%
Male	10,451	11,433	11,792
of which limited	17%	18%	15%
of which new hires	12%	22%	27%
Fluctuation rate	10%	14%	22%

Diversity by gender in percentage of women**	2020	2021	2022
Overall	26%	27%	28%
Supervisory Board	0%	0%	22%
Management Board	0%	0%	20%
1st Management Level (WL1: EVP)	14%	14%	8%
2nd Management Level (WL2: VP)	7%	6%	8%

Diversity by age**	2020	2021	2022
over 50 years old	20%	20%	22%
of which new hires	9%	16%	11%
Fluctuation rate	10%	16%	19%
30–50 years	62%	61%	59%
of which new hires	11%	23%	18%
Fluctuation rate	11%	18%	29%
under 30 years	18%	19%	19%
of which new hires	20%	49%	54%
Fluctuation rate	5%	12%	15%
Average age overall	40	39	40
Average age of newly hired employees	37	35	32
Average age of fluctuated employees	42	41	40

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

** Reporting scope: all locations worldwide excl. employees of the newly acquired entity Webasto Luxembourg which is part of the Webasto Group since August 2022. Expats are counted at host location.
Valid date: December 31, 2020 / December 31, 2021 / December 31, 2022.

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

SOCIETY & ENGAGEMENT

» We are socially engaged beyond our corporate boundaries.

As part of our corporate responsibility we support social projects, promote sustainable mobility concepts, and provide impetus for the social commitment of Webasto employees.



Committed to social engagement

Our society & engagement – our targets



2022

23

24

25

28

30

45

Develop Group-wide donation guideline

A Group-wide donations policy has been developed and installed (effective as of January 1st 2023).

BY 2022

Develop Group-wide sponsorship guideline

BY 2023

Strengthen and expand our corporate volunteering initiatives

Our strong social commitment is reflected in a wide range of corporate volunteering initiatives, such as local Christmas charity campaigns, cultural events, support for associations for children with disabilities, the promotion of young talents and sports activities.

BY 2025

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. Sustainable infrastructure investment also applies to the activities carried out at our plants. For example, our battery plant in Schierling is powered by its own photovoltaic system where some 2,000 solar modules reduce the plants' CO₂ emissions by around 450 tons per year.

Community engagement and corporate volunteering

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 charities. We supported projects for example in Ukraine, Germany, China, the Czech Republic, and the United States. 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.

Sustainability also plays an important role in the lives of Webasto's apprentices and "dual system" (academic/vocational) students, and they are therefore engaged in several projects. They support 16 young refugees from the Ukraine, Afghanistan, Kosovo, Romania, Bulgaria, and Italy by giving private lessons in mathematics and German and helping them integrate into our society.

In a project with a regional grammar school, they discuss with students what sustainability is in general, what it means for a company like Webasto and what might be transferable to their everyday school life. A third project is the support of the guests of the 'Starnberger Tafel'. Here, Webasto employees get the chance to pack a little Christmas package for the men, women and children who are forced to use the food bank because they cannot make a living on their own.

In 2022, the Webasto Group made a total of EUR 0.5 million in donations (EUR 0.3 million in 2021 and EUR 0.5 million in 2020), which went to a wide range of social initiatives, such as sports associations or pre-schools and supporting associations of various schools. As in previous years, EUR 150,000 was donated to the Webasto Foundation.

In 2022, we developed a company-wide guideline for donations which defines the governance for donations, clear guardrails for types of causes and organizations we support as well as requirements to be met by every donation.

There is a great commitment to social engagement within the Webasto Group, and a number of our locations have corporate volunteering initiatives in place. For example, Webasto locations around the world organized local Christmas charity campaigns to bring joy and hope to those in need. At our Czech site, Webasto brought around 200 Ukraine family members to Liberec and accommodated them safely since March 2022. Webasto employees offered capacities in their own dormitories and apartments and the rent was paid for the first two months. In addition, around 150 refugees were hired, the children care center was supported, and local language courses were organized by Webasto. At our Romanian site, Webasto supported 44 projects aimed at educational & health institutions, cultural events, associations for children with disabilities, the promotion of young talents and sports activities.

Webasto India was awarded a memento by the blood bank, and the more than 100 employees who participated were acknowledged with a certificate. In spring 2022, when the whole city of Shanghai faced a terrible Covid-19 wave, Webasto China donated 6,000 high-protection medical masks – at the time the scarcest of materials – to the ‘government epidemic prevention personnel’. We will further expand our commitment by launching a corporate volunteering project in 2023.

Webasto Foundation

The →[Webasto Foundation GmbH](#) 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 parts by Webasto SE and Webasto SE’s owner family, and it supports charitable projects, associations, and institutions around the globe.

Closely aligned with the Webasto Group’s vision “Our Inspiration Drives the World of Mobility” the Webasto Foundation’s activities contribute to the social respon-

sibility of the globally active Webasto Group. Against this backdrop, the Webasto Foundation on the one hand focuses its international social commitment on the topic Webasto stands for like no other: Mobility. On the other hand, the Webasto Foundation embodies values that the company has also been synonymous with since its founding: responsibility & solidity on the one hand, future & further progress on the other. According to its leitmotif “We Drive the Future – Sustainably Mobile into a Good Future!” four fields of action span a broad spectrum of social and sustainable commitment related to mobility and the future.



Foundation-funded projects 2022

The field of action "Mobility for all. TODAY." bundles social projects of the Webasto Foundation that give socially disadvantaged people the prospect of a more protected, better, and healthier life through mobility: In cooperation with its international partner, the YOU Stiftung, for example, the living and working conditions of women in Los Castillos (see picture 1; Guanajuato/ Mexico) have been improved by providing them with bicycles and creating special safer bike paths.



In Southern California/USA, the "School on Wheels" mission is to give disadvantaged children a chance of a more promising future through access to education. In 2022, the Webasto Foundation's donation supported an entire school year. With a view from today into a fundamentally better mobility in the future, the Webasto Foundation is - in the dimension "Mobility for all. TOMORROW." - currently supporting the research and development fund of the Ulsan National Institute of Science and Technology (UNIST) in South Korea (see picture 2).

Within the framework of a multi-year cooperation with the renowned institute, final theses dealing with forward-looking and sustainable mobility concepts are supported.

The field of action "Move people." is an expression of the Webasto Foundation's desire to motivate Webasto Group employees around the world to look beyond their own company boundaries. As part of the annual donation voting, all Webasto employees worldwide had the opportunity to vote for one of three charitable organizations, namely Generation England CIC, Birmingham (UK), U.G.I. Unione Genitori Italiani ODV, Italy and Socialrun, KS Utrecht, The Netherlands (see picture 3). Furthermore, all colleagues at German sites were invited to join various Christmas campaigns and pack parcels for families in need.

When it comes to providing mobile assistance on the spot to people in need, the Webasto Foundation can



provide support as part of its "Mobilize strengths." field of action. In 2022, an aid center was set up for children of Ukrainian refugee families in Liberec, Czech Republic - supported by the Czech non-profit organization ADRA, where professional educational and psychological help is offered. Furthermore, regular deliveries of food and



hygiene products to the Polish-Ukrainian border were organized and local aid organizations close to the headquarter in Stockdorf were also supported.

In Pune/India, the Webasto Foundation also cooperates with the YOU Stiftung. In 2022, a van with 14 seats was purchased and refurbished to better reach up to 100,000 people in the slums and inform them about basic health care and healthy nutrition.

Besides the above-mentioned projects, many other social projects were initiated by colleagues worldwide during the year to support the activities of local organizations and initiatives.

GRI Index

Statement of use	Webasto has reported in accordance with the GRI Standards for the period 2022 (January 1 to December 31).	
GRI 1 used	GRI 1: Foundation 2021	
Applicable GRI Sector Standard(s)	None	

GRI Standard	Report	Comment
GRI 2 General Disclosures 2021		
2-1 Organizational details	Company profile	
2-2 Entities included in the organization's sustainability reporting	Reporting profile	
2-3 Reporting period, frequency and contact point	Reporting profile	
2-4 Restatements of information		Restatements are highlighted and explained in the respective sections of the report.
2-5 External assurance		None
2-6 Activities, value chain and other business relationships	Company profile, Our value chain, Economic development, Committed to sustainable mobility, Committed to responsibility	
2-7 Employees	Company profile, Labor relations, Detailed employee figures	Omission statement: GRI 2-7 iv. and v. (breakdown into full-time and part-time employees) cannot be reported. Reason for omission: Information unavailable/incomplete. We are reviewing how to enable the reporting of the required data. Apart from total employment, employee figures do not yet include the newly acquired entity Webasto Luxembourg as data collection processes are currently still being harmonized.
2-8 Workers who are not employees		Omission statement: GRI 2-8 can currently not be reported. Reason for omission: Information unavailable/incomplete. We are reviewing how to enable the reporting of the required data.
2-9 Governance structure and composition	Company profile, Governance	For further information, please see our Annual Report (available via Bundesanzeiger).
2-10 Nomination and selection of the highest governance body	Governance	
2-11 Chair of the highest governance body	Governance	
2-12 Role of the highest governance body in overseeing the management of impacts	Risk management, Responsibilities	Omission statement: GRI 2-12 b can currently not be reported. Reason for omission: Information unavailable/incomplete. We are currently working on implementing new due diligence processes.
2-13 Delegation of responsibility for managing impacts	Compliance, Responsibilities	
2-14 Role of the highest governance body in sustainability reporting	Reporting profile	

2-15 Conflicts of interest	Conflicts of interest	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.).
2-16 Communication of critical concerns	Stakeholder dialogue	
2-17 Collective knowledge of the highest governance body	Governance	
2-18 Evaluation of the performance of the highest governance body		Performance evaluation of the Management Board is based on criteria of economic success.
2-19 Remuneration policies	Remuneration policy, compensation	There are no clawback clauses. For further information, please see our Annual Report (available via Bundesanzeiger).
2-20 Process to determine remuneration	Remuneration policy	
2-21 Annual total compensation ratio		Omission statement: GRI 2-21 cannot be reported. Reason for omission: Confidentiality constraints in relation to compensation information of employees.
2-22 Statement on sustainable development strategy	Foreword	
2-23 Policy commitments	Committed to values, Code of Conduct, Supplier Code of Conduct, Training and incidents, Human rights and social aspects, Committed to passion, Labor relations, Occupational health and safety, Diversity and equal opportunities	
2-24 Embedding policy commitments	Risk management, Materiality analysis, Committed to responsibility, Human rights and social aspects	
2-25 Processes to remediate negative impacts	Antitrust and corruption	The whistleblower system is also compliant with the requirements for the complaint procedure under the German Supply Chain Due Diligence Act.
2-26 Mechanisms for seeking advice and raising concerns	Antitrust and corruption	
2-27 Compliance with laws and regulations	Antitrust and corruption	There are no known significant instances of non-compliance with laws and regulations during the reporting period.
2-28 Membership associations	Stakeholder dialogue	
2-29 Approach to stakeholder engagement	Stakeholder dialogue, Customer satisfaction and marketing, Labor relations	
2-30 Collective bargaining agreements		Only two sites in Germany (Hengersberg and Schaidt) are covered by collective bargaining agreements. This includes 562 employees (2021: 546 employees).
GRI 3 Material Topics 2021		
3-1 Process to determine material topics	Materiality analysis	
3-2 List of material topics	Materiality analysis	
Climate protection		
GRI 3-3: Management of material topics	Committed to transformation, Certifications, Emission management and strategy	
GRI 302: Energy 2016		

GRI 302-1: Energy consumption within the organization	Emission management and strategy	
GRI 302-4: Reduction of energy consumption	Emission management and strategy	This data cannot be reported globally yet, as data is unavailable. We are reviewing how to enable the reporting of the required data.
GRI 302-5: Reductions in energy requirements of products and services		This data cannot be reported globally yet, as data is unavailable. We are reviewing how to enable the reporting of the required data.
GRI 305: Emissions 2016		
GRI 305-1: Direct (Scope 1) GHG emissions	Emission management and strategy	
GRI 305-2: Energy indirect (Scope 2) GHG emissions	Emission management and strategy	
GRI 305-3: Other indirect (Scope 3) GHG emissions	Emission management and strategy	From this report onwards, scope 3 upstream emissions are included in our annual sustainability report.
GRI 305-5: Reduction of GHG emissions	Emission management and strategy	
Environmental protection		
GRI 3-3: Management of material topics	Committed to transformation, Certifications, Water and effluents	
GRI 303: Water and Effluents 2018		
GRI 303-1: Interactions with water as a shared resource	Water and effluents	
GRI 303-2: Management of water discharge-related impacts	Water and effluents	
GRI 303-3: Water withdrawal	Water and effluents	
Innovative product solutions in the field of e-mobility		
GRI 3-3: Management of material topics	Economic Development, Products for climate-friendly mobility, Innovation management	
GRI 201: Economic Performance 2016		
GRI 201-1: Direct economic value generated and distributed	Economic development	
GRI 201-2: Financial implications and other risks and opportunities due to climate change	Implications of climate change	
GRI 201-3: Defined benefit plan obligations and other retirement plans	Remuneration policy, Benefits	For further information, please see our Annual Report (available via Bundesanzeiger).
GRI 201-4: Financial assistance received from government	Grants and subsidies	
GRI 203 Indirect economic impacts 2016		
GRI 203-1: Infrastructure investments and services supported	Investments in infrastructure	
GRI 203-2: Significant indirect economic impacts	Labor relations, Investments in infrastructure	

Circular economy		
GRI 3-3: Management of material topics	Innovation management, Product design and recycling, Certifications, Use of raw materials, Hazardous substances, Waste	
GRI 301: Materials 2016		
GRI 301-1: Materials used by weight or volume	Use of raw materials	This GRI cannot be reported for the reporting year 2022 as we are currently working on optimizing the data collection processes for material consumption. Quantitative data cannot yet be mapped in terms of data technology in such a way that we can measure a valid percentage improvement based on global comparison parameters.
GRI 301-3: Reclaimed products and their packaging materials	Product Design and Recycling	
GRI 306: Waste 2020		
GRI 306-1: Waste generation and significant waste-related impacts	Waste	
GRI 306-2: Management of significant waste-related impacts	Innovation management, Product design and recycling, Use of raw materials, Waste	
GRI 306-3: Waste generated	Waste	
Product quality & safety		
GRI 3-3: Management of material topics	Product safety and compliance, Customer satisfaction and marketing	
GRI 416: Customer Health and Safety 2016		
GRI 416-1: Assessment of the health and safety impacts of product and service categories	Product safety & compliance	
GRI 417: Marketing and Labeling 2016		
GRI: 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.
Social & ecological standards along the value chain		
GRI 3-3: Management of material topics	Committed to responsibility, Local purchasing, Environmental criteria, Use of raw materials, Compliance, Human rights and social aspects	
GRI 204: Procurement Practices 2016		
GRI 204-1: Proportion of spending on local suppliers	Local purchasing	
GRI 308: Supplier Environmental Assessment 2016		
GRI 308-1: New suppliers that were screened using environmental criteria	Committed to responsibility, Environmental criteria	

GRI 308-2: Negative environmental impacts in the supply chain and actions taken	Environmental criteria	
GRI 408: Child Labor 2016		
GRI 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 409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human rights and social aspects	
GRI 414: Supplier Social Assessment 2016		
GRI 414-1: New suppliers that were screened using social criteria	Committed to responsibility, Human rights and social aspects	
GRI 414-2: Negative social impacts in the supply chain and actions taken	Human rights and social aspects, Conflict minerals	
Compliance		
GRI 3-3: Management of material topics	Governance, Compliance, Society & Engagement, Tax strategy	
GRI 205: Anti-Corruption 2016		
GRI 205-1: Operations assessed for risks related to corruption	Compliance	
GRI 205-2: Communication and training about anti-corruption policies and procedures	Compliance	Direct employees receive classroom training. Governance body members are not included in anti-corruption training.
GRI 205-3: Confirmed incidents of corruption and actions taken	Compliance	
GRI 206: Anti-Competitive Behavior 2016		
GRI 206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Compliance	
GRI 207: Tax 2019		
GRI 207-1: Approach to tax	Tax strategy	
GRI 207-2: Tax governance, control, and risk management	Tax strategy	
GRI 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.
GRI 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 415: Public Policy 2016		
GRI 415-1: Political contributions	Committed to social engagement	

Data protection		
GRI 3-3: Management of material topics	Data Protection	
GRI 418: Customer Privacy 2016		
GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Protection	
Attractive Workplace		
GRI 3-3: Management of material topics	Compliance, Human rights and social aspects, Committed to passion, Attractive workplace, Training and education	
GRI 202: Market Presence 2016		
GRI: 202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Labor relations	
GRI 401: Employment 2016		
GRI: 401-1 New employee hires and employee turnover	Detailed employee figures	
GRI 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 402-1: Minimum notice periods regarding operational changes		There is no general, specific deadline within which operational changes must be communicated.
GRI 407: Freedom of Association and Collective Bargaining 2016		
GRI 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	
Training & further education		
GRI 3-3: Management of material topics	Committed to passion, Training and education	
GRI 404: Training and education 2016		
GRI 404-1: Average hours of training per year per employee	Training and education	
GRI 404-2: Programs for upgrading employee skills and transition assistance programs	Training and education, Apprenticeships and vocational studies with Webasto	
GRI 404-3: Percentage of employees receiving regular performance and career development reviews	Training and education	
Occupational Health and Safety		
GRI 3-3: Management of material topics	Occupational health and safety	

GRI 403: Occupational Health and Safety 2018		
GRI 403-1: Occupational health and safety management system	Certifications, Occupational health and safety	
GRI 403-2: Hazard identification, risk assessment, and incident investigation	Occupational health and safety	
GRI 403-3: Occupational health services	Occupational health and safety	
GRI 403-4: Worker participation, consultation, and communication on occupational health and safety	Labor Relations, Occupational health and safety	
GRI 403-5: Worker training on occupational health and safety	Occupational health and safety, Promoting health	
GRI 403-6: Promotion of worker health	Occupational health and safety, Promoting health	
GRI 403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Product safety and compliance, Occupational health and safety	
GRI 403-9: Work-related injuries	Occupational health and safety	We are reviewing how to enable the reporting of GRI-compliant data.
Diversity and Equal Opportunity		
GRI 3-3: Management of material topics	Committed to passion, Remuneration, Diversity and equal opportunities, Non-discrimination	
GRI 405: Diversity and Equal Opportunity 2016		
GRI 405-1: Diversity of governance bodies and employees	Governance, Diversity and equal opportunities, Detailed employee figures	
GRI 405-2: Ratio of basic salary and remuneration of women to men	Remuneration, Non-discrimination	
GRI 406: Non-discrimination 2016		
GRI 406-1: Incidents of discrimination and corrective actions taken	Non-Discrimination	
Community engagement		
GRI 3-3: Management of material topics	Community engagement	
GRI 413: Local Communities 2016		
GRI 413-1: Operations with local community engagement, impact assessments, and development programs	Community engagement	

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Concept

Accenture GmbH, Kronberg im Taunus

Layout

RCOMgruppe

Image credits

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