

5.1 Key figures on sustainability

Financial and non-financial key figures that are important for measuring the sustainability performance of the Schaeffler Group are presented below.

If not otherwise indicated, the information refers to the Schaeffler Group. The reference period covers the business years from 2017 to 2019.

In the course of preparing the combined separate non-financial report of the Schaeffler Group, selected qualitative and quantitative details were submitted to an external business audit taking into consideration the International Standards

on Assurance Engagements (ISAE) 3000 (Revised) for the purpose of obtaining a limited assurance engagement with respect to the information required by law as per Sections 315b and 315c in conjunction with Sections 289c to 289e HGB. Key figures audited in this context are marked with a ✓ sign. Key figures marked with ✓✓ were taken from the consolidated financial statements or the combined management report.

The figures are generally rounded, which can lead to slight deviations in the calculation of sums.

Strategy and management

		2019	2018	2017	Percentage change (2018/2019)	Assessment
Total revenue	EUR millions	14,427	14,241	14,021	1.3	✓✓
Revenue Automotive OEM ¹⁾	EUR millions	9,038	8,996	8,991	0.5	✓✓
Of which revenue business division e-mobility ¹⁾	EUR millions	676	493	416	37.1	✓✓
Revenue Industrial ¹⁾	EUR millions	3,541	3,383	3,150	4.7	✓✓
Revenue Automotive Aftermarket ¹⁾	EUR millions	1,848	1,862	1,880	-0.8	✓✓
Schaeffler Value Added before special items	EUR millions	284	557	787	-49.0	✓✓
New suppliers reviewed in initial assessments ²⁾	Number	86	111	157	-22.5	✓
Employees trained in face-to-face trainings and workshops on the topic of compliance	Number	8,091	8,793	8,741	-8.0	✓
Web-based compliance training participants in the reporting year ³⁾	Number	6,461	9,578	8,160	-32.5	✓
Response rate of surveyed suppliers on the use of conflict minerals ^{4) 5) 6)}	%	93.8	94.3	91.2	-0.5	✓
Coverage rate of certified smelters in the supply chain ^{6) 7)}	%	100	100	100	0.0	✓
Confirmed cases of human rights violations ⁸⁾	Number	0	0	0	0.0	✓

Customers and products

		2019	2018	2017	Percentage change (2018/2019)	Assessment
Research and development (R&D) expenses	EUR millions	849	847	846	0.2	✓
R&D ratio	%	5.9	6.0	6.0	-0.1	✓
R&D employees ⁹⁾	Number	7,784	7,991	7,790	-2.6	✓
R&D centers	Number	20	20	18	0.0	✓
Internal inventions reported	Number	3,298	3,452	3,294	-4.5	✓
Patent applications ¹⁰⁾	Number	2,057	2,417	2,383	-14.9	✓
Awards for customer satisfaction/product quality	Number	66	65	58	1.5	✓
Coverage rate of quality management systems ¹¹⁾	%	100	100	100	0.0	✓

Environment and energy¹²⁾

		2019	2018	2017	Percentage change (2018/2019)	Assessment
Coverage rate for EMAS certification ¹³⁾	%	98.1	98.1	98.2	0.0	✓
Coverage rate for ISO 14001 certification ¹³⁾	%	98.8	98.7	98.7	0.1	✓
Coverage rate for ISO 50001 certification ¹³⁾	%	98.0	97.9	98.0	0.1	✓
Total energy consumption ¹⁴⁾	GWh	3,290	3,367	3,263	-2.3	✓
Electricity consumption ¹⁵⁾	GWh	2,316	2,365	2,339	-2.1	✓
Natural gas consumption	GWh	872	877	798	-0.6	✓
Fuel oil consumption	GWh	7	9	8	-22.2	✓
Propane/LPG consumption	GWh	47	53	51	-11.3	✓
District heating consumption ¹⁶⁾	GWh	48	63	67	-23.8	✓
Greenhouse gas emissions ¹⁷⁾ , total ^{18) 19)}	tCO ₂	1,026,057	1,045,627	1,008,985	-1.9	✓
Greenhouse gas emissions ¹⁷⁾ (Scope 1)	tCO ₂	190,575	193,711	175,635	-1.6	✓
Greenhouse gas emissions ¹⁷⁾ (Scope 2) market-based ^{19) 20)}	tCO ₂	835,482	851,916	833,350	-1.9	✓
Greenhouse gas emissions ¹⁷⁾ (Scope 2) location-based	tCO ₂	1,179,534	1,268,082	1,233,752	-7.0	✓
Transport volume, outbound ^{21) 22)}	Mio. tkm	2,321	2,258	2,257	2.8	
CO ₂ emissions, outbound ^{21) 22)}	tCO ₂ e	209,530	220,467	227,291	-5.0	
Nitrogen oxides (NO _x)	t	88	90	104	-2.2	
Sulfur dioxide (SO ₂) ²³⁾	t	3	4	6	-25.0	
Fine particles ²³⁾	kg	98	100	90	-2.0	
Water consumption ²⁴⁾	m ³	5,783,781	6,089,564	5,964,821	-5.0	✓
Amount of waste, Germany	t	284,558	312,383	302,969	-8.9	✓
Scrap and metals, Germany	t	237,877	260,428	249,031	-8.7	
Waste for disposal, Germany	t	3,267	4,493	2,761	-27.3	
Waste for recycling, Germany ²⁵⁾	t	43,915	47,463	51,177	-7.5	
Recycling rate, Germany ²⁶⁾	%	93.1	91.1	94.9	2.0	✓

Employees and society²⁷⁾

		2019	2018	2017	Percentage change (2018/2019)	Assessment
Number of employees, total	Number	87,748	92,478	90,151	-5.1	✓✓
Distribution of employees by region						
Europe	%	68.6	68.3	68.3	0.3	✓✓
Americas	%	14.0	14.2	14.5	-0.2	✓✓
Greater China	%	13.9	14.0	13.9	-0.1	✓✓
Asia/Pacific	%	3.6	3.5	3.3	0.1	✓✓
New employees, total	Number	4,644	9,871	10,399	-53.0	
Of which women	Number	1,412	2,643	2,550	-46.6	
Of which in age category < 30 years	Number	1,978	4,744	5,293	-58.3	
Of which in age category 30–55 years	Number	2,537	4,883	4,873	-48.0	
Of which in age category > 55 years	Number	129	244	233	-47.1	
Employee departures, total	Number	9,277	8,300	7,307	11.8	
Of which women	Number	2,233	1,951	1,683	14.5	
Of which in age category < 30 years	Number	2,919	2,981	2,515	-2.1	
Of which in age category 30–55 years	Number	4,881	4,097	3,426	19.1	
Of which in age category > 55 years	Number	1,477	1,222	1,366	20.9	
Labor turnover rate ²⁸⁾	%	4.4	4.8	3.9	-0.4	✓✓
Average age	Years	40.5	39.9	39.7	1.5	✓✓
Age structure/distribution < 30 years	Number	15,877	19,429	19,892	-18.3	
Age structure/distribution 30–55 years	Number	59,741	61,194	59,164	-2.4	
Age structure/distribution > 55 years	Number	12,130	11,855	11,095	2.3	
Average tenure	Years	11.9	11.2	11.0	6.3	✓✓
Permanent employees	%	91.5	90.7	90.1	0.8	✓
Part-time ratio, Germany	%	7.1	6.3	6.5	0.8	✓
Number of men/women on parental leave, Germany	Number	426	360	337	18.3	
Employees covered by collective bargaining agreements, Germany ²⁹⁾	%	95.0	94.6	78.0	0.4	
Management positions ^{30) 31)}	Number	8,755	8,826	5,526	-0.8	
Proportion of female managers, total ^{30) 31)}	%	11.5	10.9	12.4	0.6	✓✓
Proportion of female managers, Europe ^{30) 31)}	%	9.0	8.5	8.9	0.5	
Proportion of female managers, Americas ^{30) 31)}	%	16.2	13.9	15.3	2.3	
Proportion of female managers, Greater China ^{30) 31)}	%	18.6	18.0	25.2	0.6	
Proportion of female managers, Asia/Pacific ^{30) 31)}	%	13.8	14.5	13.5	-0.7	
Proportion of female employees, total	%	22.1	22.0	21.7	0.1	✓✓
Proportion of female employees, Europe	%	20.3	20.3	19.9	0.0	
Proportion of female employees, Americas	%	25.9	25.9	25.6	0.0	

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		2019	2018	2017	Percentage change (2018/2019)	Assessment
Proportion of female employees, Greater China	%	29.0	28.4	28.1	0.6	
Proportion of female employees, Asia/Pacific	%	15.0	14.7	13.8	0.3	
Proportion of severely disabled employees, Germany ³²⁾	%	5.9	5.5	5.5	0.4	
Number of nationalities, total	Number	113	110	103	2.7	
Assignments abroad, total	Number	254	331	369	-23.3	
Apprentices	Number	3,078	3,275	3,185	-6.0	✓✓
Trainees, Germany ³³⁾	Number	42	46	49	-8.7	
Students, Germany ³⁴⁾	Number	340	359	358	-5.3	
Participants in face-to-face trainings, Germany	Number	27,906	31,874	30,646	-12.4	✓
Participants in e-learning courses, Germany ³⁵⁾	Number	35,780	65,580	15,593	-45.4	✓
Web-based training offers	Number	134	95	97	41.1	✓
Ideas submitted	Number	41,018	40,161	33,988	2.1	
Accident rate (LTIR) ³⁶⁾ ³⁷⁾	LTIR	5.2	6.2	7.1	-16.1	✓
Coverage rate OHSAS 18001/ISO 45001 ¹³⁾	%	99.0	98.8	98.9	0.2	✓
Coverage rate of learning management system ³⁸⁾	%	93.0	70.0	51.9	23.0	✓

1) Previous year's figures according to the segment structure reported in 2019.

2) Completed in 2019.

3) Employees incl. temporary staff, apprentices, interns, and contract workers.

4) Response rate of relevant suppliers surveyed on the use of conflict minerals as defined under the Responsible Minerals Initiative.

5) 2019 value checked in interim status in December 2019.

6) Survey period from March to February of the following year.

7) Risk areas as defined in the RCOI.

8) Contraventions of the prohibition on forced labor and child labor and cases of discrimination by origin, skin color, or gender.

9) The values reflect the workforce headcount at the end of the year.

10) Patent applications concern first filings filed at the German Patent and Trade Mark Office.

11) According to the scope of the Schaeffler Group's management manual and valid certification rules.

12) The key environmental indicators of emissions and energy and water consumption are based on the consumption of the 77 production sites in 22 countries. The calculation is based on certification in accordance with ISO 14001, ISO 50001, and OHSAS 18001/ISO 45001 and entry in the EMAS site registry; reporting date 12/31/2019.

13) Relating to employees on the production sites.

14) Energy sources included: Electricity, natural gas, district heating, propane, fuel oil, without the amount of electricity produced by the gas-powered CHP.

15) Only external electricity purchases since CHP electricity is recorded via gas consumption.

16) Consumption reduced in 2019 because the Wuppertal plant has been using natural gas for its heating requirements.

17) The calculation of greenhouse gas emissions is based on the emission factors of the VDA (2017) and the Probas database of the German Federal Environmental Agency. Emission sources covered: Scope 1 (natural gas, heating oil, propane) and Scope 2 (electricity, district heating).

18) As of 2018: Total of Scope 1 and Scope 2 (market-based).

19) 2017 value not included in the review scope.

20) Supplier-specific emission factors were used to determine Scope 2 (market-based).

21) Distribution of Schaeffler products to the end customer (last-mile transports). Not included are rail transports and special transports, such as machine transports during removal.

22) Subsequent adjustment of the 2018 figure due to a change in the calculation method. More precise assignment of the transport mode to the shipment data and expansion of the scope to include CEP shipments (courier, express, parcel shipments).

23) Subsequent adjustment of the 2018 figure due to a change in the calculation method.

24) Water consumption includes municipal and internal company water.

25) Excluding metals and scrap.

26) Recycled or recovered amount of total waste, excluding metals and scrap.

27) Unless otherwise indicated, the employee figures refer to the reporting date of December 31 of the respective year.

28) Initiated by employees; related to the average number of employees from 1/1 to 12/31 of the year.

29) The values as of 2018 include employees of Schaeffler Automotive Bühl GmbH & Co. KG for the first time.

30) Managers are defined as employees in a supervisory function.

31) Due to a new calculation basis (before 2018 pure A1 positions were considered as manager, since 2018 a manager is defined on the basis of the head position = "hat" in Organizational Management) there are different absolute figures and %-values compared to the previous year's report.

32) Schaeffler Group Germany, without temporary workers.

33) Figures for 2018 were adjusted retrospectively compared with the previous year's report.

34) Dual students, Master's degree, and "Two in One" students. The "Two in One" study program combines a bachelor's degree with vocational training.

35) Compulsory e-learning was offered in 2018. For this reason, the number of participants in 2018 is significantly higher than in 2017 and 2019. The increased number of participants in 2019 compared to 2017 is due to an expanded e-learning offering.

36) Measurement of Lost Time Injury Rate, LTIR = occupational accidents from one lost day per 1 million hours worked.

37) Employees incl. temporary staff, apprentices, and interns.

38) Relating to employees, total.