

6.1 Key figures on sustainability

Financial and non-financial key figures for measuring sustainability performance are presented below.

If not indicated otherwise, the information refers to the Schaeffler Group. The reference period covers the business years from 2018 to 2020.

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 revised International Standard on Assurance Engagements (ISAE 3000) 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 ✓. 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

		2020	2019	2018	Change (2019/2020)	Assessment
Employees trained in face-to-face trainings and workshops on the topic of compliance ¹⁾	Number	3,277	8,091	8,793	-59.5 %	✓
Employees trained online on the topic of compliance ^{2) 3)}	Number	34,879	6,461	9,578	439.8 %	✓
Compliance rate of compulsory online compliance training courses ⁴⁾	%	94.6	98.2	-	- 3.6 % pp	✓

1) The significant drop is primarily the result of increased use of digital formats due to the coronavirus pandemic.

2) Employees, including temporary office staff, apprentices, interns, and people working on a thesis.

3) Global rollout of the new, compulsory "Integrity & Security@Schaeffler" online course, in particular, is responsible for the significant increase compared to the previous year.

4) Does not include those employees who were absent over a longer period of time during the year or for whom the deadline to complete the mandatory training courses had not yet passed by the end of the year. Employees were invited to participate, including temporary staff, apprentices, and interns. As of 12/31/2020. Figure first calculated for 2019. As of 1/7/2020.

Customers and products

		2020	2019	2018	Change (2019/2020)	Assessment
Revenue, total	EUR millions	12,600	14,427	14,241	-12.7 %	✓✓
Of which Automotive Technologies ¹⁾	EUR millions	7,821	9,044	8,996	-13.5 %	✓✓
Of which the business division E-Mobility ¹⁾	EUR millions	657	681	493	-3.5 %	✓✓
Of which Industrial ¹⁾	EUR millions	3,138	3,535	3,383	-11.2 %	✓✓
Of which Automotive Aftermarket ¹⁾	EUR millions	1,641	1,848	1,862	-11.2 %	✓✓
Schaeffler Group value added before special items	EUR millions	84	284	557	-70.2 %	✓✓
Research and development (R&D) expenses	EUR millions	758	849	847	-10.7 %	✓✓
R&D ratio	%	6.0	5.9	6.0	0.1 % pp	✓✓
R&D employees ²⁾	FTE	7,380	7,444	-	-0.9 %	✓
R&D centers	Number	20	20	20	0.0 %	✓✓
Internal inventions reported	Number	2,291	3,298	3,452	-30.5 %	✓✓
Patent applications ³⁾	Number	1,875	2,385	2,417	-21.4 %	✓
Awards for customer satisfaction/product quality	Number	72	66	65	9.1 %	✓
Coverage rate of quality management systems ⁴⁾	%	100	100	100	0.0 % pp	✓

1) Previous year's figures according to the segment structure reported in 2020.

2) Workforce values are provided as a full-time equivalent (FTE) at the end of the year. Due to a change in the collection methods, there are no data available for 2018.

3) Patent applications concern first filings at the German Patent and Trademark Office (DPMA). The DPMA adapted the counting method in 2019, which is why the 2019 figure differs from that of the Sustainability Report 2019.

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

Environment and energy¹⁾

		2020	2019	2018	Change (2019/2020)	Assessment
Coverage rate for EMAS certification ²⁾	%	98.6	98.1	98.1	0.5 % pp	✓
Coverage rate for ISO 14001 certification ²⁾	%	99.5	98.8	98.7	0.7 % pp	✓
Coverage rate for ISO 50001 certification ²⁾	%	99.3	98.0	97.9	1.3 % pp	✓
Total energy consumption ^{3) 4)}	GWh	3,005	3,290	3,367	-8.7 %	✓
Of which electricity consumption ^{4) 5)}	GWh	2,083	2,316	2,365	-10.1 %	✓
Of which natural gas consumption ⁴⁾	GWh	825	872	877	-5.4 %	✓
Of which fuel oil consumption ⁴⁾	GWh	5	7	9	-28.6 %	✓
Of which propane/LPG consumption ⁴⁾	GWh	44	47	53	-6.4 %	✓
Of which district heating consumption	GWh	48	48	63	0.0 %	✓
Greenhouse gas emissions, total ^{6) 7) 9)}	t CO ₂	6,212,088	-	-	- %	✓
Own greenhouse gas emissions (Scope 1 + 2 market-based), total ^{6) 8) 9)}	t CO ₂	754,656	1,026,057	1,045,627	-26.5 %	✓
Greenhouse gas emissions (Scope 1) ⁶⁾	t CO ₂	180,664	190,575	193,711	-5.2 %	✓
Greenhouse gas emissions (Scope 2) market-based ^{8) 9)}	t CO ₂	573,992	835,482	851,916	-31.3 %	✓
Greenhouse gas emissions (Scope 2) location-based ⁶⁾	t CO ₂	1,078,274	1,179,534	1,268,082	-8.6 %	✓
Greenhouse gas emissions (Scope 3.1) Purchased goods and services ^{10) 11)}	t CO ₂	4,944,867	-	-	- %	✓
Greenhouse gas emissions (Scope 3.3) Fuel- and energy-related emissions ^{11) 12)}	t CO ₂	135,089	-	-	- %	✓
Greenhouse gas emissions (Scope 3.4) Transport and distribution (upstream) ^{10) 11)}	t CO ₂	342,864	-	-	- %	✓
Greenhouse gas emissions (Scope 3.5) Waste treatment and disposal ^{10) 11)}	t CO ₂	34,612	-	-	- %	✓
Nitrogen oxides (NO _x)	t	83	90	90	-7.8 %	
Sulfur dioxide (SO ₂)	t	3	3	4	0 %	
Fine particles ¹³⁾	kg	119	135	100	-11.9 %	
Water withdrawal ¹⁴⁾	m ³	4,957,818	5,783,781	6,089,564	-15.8 %	✓
Amount of waste, Germany ^{4) 15)}	t	228,764	284,558	312,383	-19.6 %	✓
Of which hazardous waste ¹¹⁾	t	27,517	-	-	- %	✓
Of which nonhazardous waste ^{11) 15)}	t	201,247	-	-	- %	✓
Scrap and metals, Germany ⁴⁾	t	188,851	237,877	260,428	-20.6 %	✓
Waste for disposal, Germany ⁴⁾	t	2,754	3,267	4,493	-15.7 %	✓
Waste for recycling, Germany ⁴⁾	t	37,158	43,915	47,463	-15.4 %	✓
Recycling rate, Germany ¹⁶⁾	%	93.1	93.1	91.1	0.0 % pp	✓

1) The environmental indicators of emissions and energy and water consumption are based on the consumption of the 75 plants in 22 countries. The calculation is based on certification in accordance with ISO 14001, ISO 50001, and ISO 45001 and entry in the EMAS site registry; reporting date 12/31/2020.

2) Relating to employees on the production sites.

3) Energy sources included: electricity, natural gas, district heating, propane, fuel oil, without the amount of electricity produced by the gas-powered CHP. Including photovoltaic electricity generated internally as of 2020.

4) Drop primarily due to the impact of the coronavirus pandemic and the resulting reduction in production capacity.

5) Only external electricity purchases since CHP electricity is recorded via gas consumption. Including photovoltaic electricity generated internally as of 2020.

6) 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, fuel oil, propane) and Scope 2 (electricity, district heating).

7) Total of Scope 1, Scope 2 (market-based), and Scope 3. Figures differ from those of the Sustainability Report 2019 or do not exist due to changes in the composition. Scope 3 calculation currently includes four upstream categories.

8) The reduction is primarily due to the purchase of 100 % green electricity in Germany, Austria, Slovakia, Mexico, Spain, and the United Kingdom.

9) Supplier-specific emission factors were used to determine Scope 2 "market-based".

10) Scope 3.1, Scope 3.4, and Scope 3.5 greenhouse gas emissions are calculated on the basis of a recognized input-output model that uses the method of multiregional input-output calculation and quality-assured data from international environmental, resource, and social statistics (OECD, BEA, World Bank indicators, and EXIOBASE). Calculation is based on Schaeffler's purchasing volume in 2020 and takes additional steel-specific factors into account.

11) Figure first calculated for 2020.

12) Not contained in Scope 1 or 2. Scope 3.3 greenhouse gas emissions are calculated on the basis of the emission factors of Defra (2020) and the emission factors of the German Federal Environmental Agency (2018, emission values of renewable energy sources). Upstream chain emissions and T&D losses are calculated on the basis of the emission sources considered for Scope 1 (natural gas, fuel oil, propane) and Scope 2 (electricity, district heating).

13) 2019 figure different from that of the Sustainability Report 2019 due to changes in the calculation method.

14) Water withdrawal includes municipal and internal company water.

15) Excluding metals and scrap.

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

Suppliers and materials

		2020	2019	2018	Change (2019/2020)	Assessment
Suppliers reviewed in initial assessments ¹⁾	Number	64	86	111	-25.6 %	✓
Percentage of the purchasing volume of production material suppliers with SAQs ²⁾	%	30.9	-	-	- %	✓
Response rate of surveyed suppliers on the use of conflict minerals ^{3) 4)}	%	84.6	90.0	94.3	-5.4 % pp	✓
Coverage rate of certified smelters in the supply chain ^{4) 5)}	%	100	100	100	0.0 % pp	✓
Confirmed cases of human rights violations ⁶⁾	Number	6	0	0	- %	✓

1) Completed in 2020.

2) Figure first calculated for 2020.

3) Response rate of suppliers surveyed on the use of conflict minerals as defined under the Responsible Minerals Initiative. 2020 value checked in interim status in December 2020. 2019 figure adjusted compared to Sustainability Report 2019 in accordance with the regular survey period. Lower response rate in 2020 due to twice as many suppliers surveyed.

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

5) Risk areas as defined in the RCOI.

6) Violations of the prohibition on forced labor, child labor, and cases of discrimination by racial/ethnic origin, color, or gender. The cases confirmed in the year reporting period were all related to discrimination. Limited data comparison due to changes in the reporting system.

Employees and society¹⁾

		2020	2019	2018	Change (2019/2020)	Assessment
Number of employees, total ²⁾	Number	83,297	87,748	92,478	-5.1 %	✓✓
Of which in Europe ²⁾	Number	53,865	60,155	63,165	-10.5 %	
Of which in the Americas	Number	11,785	12,264	13,138	-3.9 %	
Of which in Greater China	Number	11,787	12,182	12,976	-3.2 %	
Of which in Asia/Pacific ²⁾	Number	5,860	3,147	3,199	86.2 %	
Labor turnover rate ³⁾	%	2.9	4.4	4.8	-1.5 % pp	
New employees, total	Number	3,574	4,644	9,871	-23.0 %	
Of which women	Number	1,000	1,412	2,643	-29.2 %	
Of which in age category < 30 years ⁴⁾	Number	1,600	2,128	4,744	-24.8 %	
Of which in age category 30–55 years ⁴⁾	Number	1,897	2,390	4,883	-20.6 %	
Of which in age category > 55 years	Number	77	126	244	-38.9 %	
Number of employees leaving, total	Number	8,227	9,277	8,300	-11.3 %	
Of which women	Number	1,993	2,233	1,951	-10.7 %	
Of which in age category < 30 years ⁴⁾	Number	1,946	3,102	2,981	-37.3 %	
Of which in age category 30–55 years	Number	3,917	4,731	4,097	-17.2 %	
Of which in age category > 55 years	Number	2,364	1,444	1,222	63.7 %	
Average age	Years	40.8	40.5	39.9	0.7 %	
Age structure/distribution < 30 years	Number	13,474	15,877	19,429	-15.1 %	
Age structure/distribution 30–55 years	Number	60,404	61,603	61,194	-1.9 %	
Age structure/distribution > 55 years ⁴⁾	Number	9,419	10,268	11,855	-8.3 %	
Average tenure	Years	12.3	11.9	11.2	3.4 %	

Employees and society continuation¹⁾

		2020	2019	2018	Change (2019/2020)	Assessment
Employees covered by collective bargaining agreements, Germany	%	95.1	95.0	94.6	0.1 % pp	
Permanent employees	%	92.2	91.5	90.7	0.7 % pp	✓
Part-time ratio, Germany	%	7.0	7.1	6.3	-0.1 % pp	✓
Number of men/women on parental leave, Germany	Number	367	426	360	-13.8 %	
Management positions ⁵⁾	Number	8,475	8,755	8,826	-3.2 %	
Proportion of female managers, total ⁵⁾	%	11.8	11.5	10.9	0.3 % pp	✓
Proportion in Europe ^{2) 5)}	%	9.7	9.0	8.5	0.7 % pp	
Proportion in Americas ⁵⁾	%	16.6	16.2	13.9	0.4 % pp	
Proportion in Greater China ⁵⁾	%	19.4	18.6	18.0	0.8 % pp	
Proportion in Asia/Pacific ^{2) 5)}	%	7.7	13.8	14.5	-6.1 % pp	
Proportion of female employees, total	%	22.0	22.1	22.0	-0.1 % pp	✓
Proportion in Europe ²⁾	%	21.0	20.3	20.3	0.7 % pp	
Proportion in Americas	%	26.2	25.9	25.9	0.3 % pp	
Proportion in Greater China	%	28.6	29.0	28.4	-0.4 % pp	
Proportion in Asia/Pacific ²⁾	%	9.8	15.0	14.7	-5.2 % pp	
Proportion of severely disabled employees, Germany ⁶⁾	%	5.6	5.9	5.5	-0.3 % pp	
Number of nationalities, total ⁴⁾	Number	129	125	110	3.2 %	✓
Apprentices, total ⁷⁾	Number	2,724	3,078	3,275	-11.5 %	✓
Of which students, total ⁸⁾	Number	491	-	-	- %	
Trainees, total ⁹⁾	Number	50	76	69	-34.2 %	
Online training courses, total	Number	193	134	95	44.0 %	✓
Participants in e learning courses, Germany ¹⁰⁾	Number	136,307	35,780	65,580	281.0 %	✓
Participants in face-to-face trainings, Germany	Number	7,351	27,906	31,874	-73.7 %	✓
Coverage rate of learning management system ¹¹⁾	%	99.8	93.0	70.0	6.8 % pp	✓
Ideas submitted	Number	31,283	41,018	40,161	-23.7 %	
Accident rate (LTIR) ¹²⁾	LTIR	4.6	5.2	6.2	-11.5 %	✓
Coverage rate for ISO 45001 ¹³⁾	%	99.7	99.0	98.8	0.7 % pp	✓

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

2) Change from previous year due to reallocation of the Schaeffler subregion of India from Europe to Asia/Pacific.

3) Initiated by employees; related to the average number of employees from 1/1/2020 to 12/31/2020.

4) Change from previous year due to changes in the calculation method.

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

6) Schaeffler Group Germany, without temporary workers.

7) People with academic or nonacademic qualifications.

8) Dual, master's degree, and "Two in One" course students. The "Two in One" study program combines a bachelor's degree with vocational training. Due to a change in the collection methods, there are no global data for 2019 and 2018. Figures have so far only been collected for Germany. The values for the number of students in Germany can be found in the Sustainability Report 2019.

9) Drop primarily due to the impact of the coronavirus pandemic and the resulting budget cuts.

10) Increased use of e-learning offers due to the coronavirus pandemic and compulsory online training courses increase the number of participants.

11) Relating to employees.

12) Measurement of Lost Time Injury Rate, LTIR = occupational accidents from one lost day per 1 million hours worked. Employees, including temporary staff, apprentices, and interns.

13) Relating to employees on the production sites.