

6.2 Key figures on sustainability

Financial and non-financial key figures for measuring sustainability performance are presented below. Unless indicated otherwise, the information refers to the Schaeffler Group. The reference period covers the business years from 2019 to 2021.

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

		2021	2020	2019	Change (2020/2021)	Assessment
Employees trained in face-to-face training and workshops on the topic of compliance ¹⁾	Number	3,033	3,233	8,091	-6.2 %	✓
Employees trained online on the topic of compliance ²⁾	Number	19,980	34,879	6,461	-42.7 %	✓
Completion rate of compulsory online compliance training courses ^{2) 3)}	%	95.1	94.6	98.2	0.5 %-pts.	✓
Percentage of taxonomy-eligible / non-taxonomy-eligible turnover ⁴⁾	%	5 / 95	–	–	– %-pts.	✓
Taxonomy-eligible capital expenditures / non-taxonomy-eligible capital expenditures ⁴⁾	%	25 / 75	–	–	– %-pts.	✓
Taxonomy-eligible operating expenditures / non-taxonomy-eligible operating expenditures ⁴⁾	%	3 / 97	–	–	– %-pts.	✓

1) The 2020 value has been adjusted.

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

3) 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 compulsory training courses had not yet passed by the end of the year.

4) Key figure calculated for the first time in 2021 as part of EU taxonomy reporting.

Customers and products

		2021	2020	2019	Change (2020/2021)	Assessment
Revenue, total	EUR millions	13,852	12,589	14,427	10.0 %	✓✓
Of which Automotive Technologies ¹⁾	EUR millions	8,436	7,816	9,044	7.9 %	✓✓
Of which the business division E-Mobility ¹⁾	EUR millions	1,245	1,047	681	18.9 %	✓✓
Of which Industrial ¹⁾	EUR millions	3,568	3,132	3,535	13.9 %	✓✓
Of which Automotive Aftermarket ¹⁾	EUR millions	1,848	1,642	1,848	12.6 %	✓✓
Schaeffler Group value added before special items	EUR millions	475	2	284	> 100 %	✓✓
Research and development (R&D) expenses	EUR millions	748	684	849	9.4 %	✓✓
R&D ratio	%	5.4	5.4	5.9	0.0 %-pts.	✓✓
R&D employees ²⁾	FTE	7,093	7,095	7,444	0.0 %	✓
R&D centers	Number	20	20	20	0.0 %	✓✓
Internal inventions reported	Number	2,761	2,291	3,298	20.5 %	✓✓
Patent applications ³⁾	Number	1,784	1,907	2,385	-6.4 %	✓

Customers and products continuation

		2021	2020	2019	Change (2020/2021)	Assessment
Awards for customer satisfaction/product quality	Number	75	72	66	4.2%	✓
Coverage rate of quality management systems ⁴⁾	%	100	100	100	0.0%-pts.	✓

1) Previous year's figures according to the segment structure reported in 2021. Rounding differences are possible.

2) Workforce values are provided as a full-time equivalent (FTE) at the end of the year; reporting date December 31, 2021. The 2020 value has been adjusted.

3) Patent applications concern first filings in Germany. The DPMA adapted the counting method in 2020, which is why the 2020 value differs from that of the Sustainability Report 2020.

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

Environment and energy¹⁾

		2021	2020	2019	Change (2020/2021)	Assessment
Coverage rate for EMAS certification ²⁾	%	98.5	98.6	98.1	-0.1%-pts.	✓
Coverage rate for ISO 14001 certification ²⁾	%	100	99.5	98.8	0.5%-pts.	✓
Coverage rate for ISO 50001 certification ²⁾	%	100	99.3	98.0	0.7%-pts.	✓
Total energy consumption ^{3) 4) 18)}	GWh	3,412	3,045	3,290	12.1%	✓
Of which electricity consumption ^{4) 5) 18)}	GWh	2,242	2,078	2,316	7.9%	✓
Of which renewable energy (external procurement) ⁶⁾	GWh	1,523	–	–	–%	✓
Of which self-generated conventional energy (CHP) ⁶⁾	GWh	46	–	–	–%	✓
Of which natural gas/LPG consumption ^{4) 7) 18)}	GWh	925	830	872	11.4%	✓
Of which fuel oil consumption ¹⁸⁾	GWh	6	6	7	0.0%	✓
Of which propane consumption ^{4) 7) 18)}	GWh	52	45	–	15.6%	✓
Of which district heating consumption ^{4) 18)}	GWh	57	49	48	16.3%	✓
Of which methanol ⁶⁾	GWh	84	–	–	–%	✓
Greenhouse gas emissions, total ^{8) 10) 12) 18)}	Thous. t CO ₂	7,080	6,278	–	12.8%	✓
Own greenhouse gas emissions, total (Scope 1 + 2 market-based) ^{8) 9) 18)}	Thous. t CO ₂	703	744	1,026	-5.5%	✓
Greenhouse gas emissions (Scope 1) ^{8) 18)}	Thous. t CO ₂	207	180	191	15.0%	✓
Greenhouse gas emissions (Scope 2 market-based) ^{9) 10) 18)}	Thous. t CO ₂	496	564	835	-12.1%	✓
Greenhouse gas emissions (Scope 2 location-based) ⁸⁾	Thous. t CO ₂	1,169	1,078	1,180	8.4%	✓
Greenhouse gas emissions (Scope 3.1): purchased goods and services ^{11) 12)}	Thous. t CO ₂	5,666	4,945	–	14.6%	✓
Greenhouse gas emissions (Scope 3.3): fuel- and energy-related emissions ^{12) 13)}	Thous. t CO ₂	202	211	–	-4.3%	✓
Greenhouse gas emissions (Scope 3.4): transport and distribution (upstream) ^{11) 12) 14)}	Thous. t CO ₂	473	343	–	37.9%	✓
Greenhouse gas emissions (Scope 3.5): waste treatment and disposal ^{11) 12)}	Thous. t CO ₂	36	35	–	2.9%	✓
Nitrogen oxides (NO _x) ¹⁵⁾	t	110	83	90	32.5%	
Sulfur dioxide (SO ₂)	t	3	3	3	0.0%	
Fine particles ¹⁵⁾	kg	166	119	135	39.5%	
Water withdrawal, total ^{4) 16) 18)}	Thous. m ³	5,632	5,034	5,784	11.9%	✓
Of which surface water ⁶⁾	Thous. m ³	159	–	–	–%	✓
Of which groundwater ⁶⁾	Thous. m ³	2,228	–	–	–%	✓
Of which water from third-parties ⁶⁾	Thous. m ³	3,245	–	–	–%	✓

Environment and energy¹⁾ continuation

		2021	2020	2019	Change (2020/2021)	Assessment
Water withdrawal (in water risk areas), total ⁶⁾	Thous. m ³	676	–	–	–%	✓
Of which surface water ⁶⁾	Thous. m ³	0	–	–	–%	✓
Of which groundwater ⁶⁾	Thous. m ³	285	–	–	–%	✓
Of which water from third-parties ⁶⁾	Thous. m ³	391	–	–	–%	✓
Amount of waste, total ^{6) 17)}	Thous. t	171	–	–	–%	✓
Of which hazardous waste ^{6) 17)}	Thous. t	85	–	–	–%	✓
Of which non-hazardous waste ^{6) 17)}	Thous. t	86	–	–	–%	✓
Of which waste for disposal ^{6) 17)}	Thous. t	49	–	–	–%	✓
Of which waste for recycling ^{6) 17)}	Thous. t	122	–	–	–%	✓
Scrap and metals, total ⁶⁾	Thous. t	563	–	–	–%	✓
Recycling rate, total ^{6) 17)}	%	72	–	–	–%pts.	✓

- 1) The key environmental indicators of emissions and energy and water consumption are mainly 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 December 31, 2021.
- 2) Relating to employees on the production sites.
- 3) Energy sources included in 2021: electricity (incl. self-generated renewable and conventional energy), natural gas, heating oil, propane, district heating, and methanol. 2020 and 2019 values excl. methanol.
- 4) Increase primarily due to the impact of the coronavirus pandemic and the resulting rise in production capacity compared to 2020.
- 5) Only external electricity purchases, as combined heat and power (CHP) electricity is recorded via gas consumption. Incl. photovoltaic electricity generated internally as of 2020.
- 6) Figure first reported in 2021.
- 7) LPG consumption reported together with natural gas as of 2021.
- 8) 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, methanol) and Scope 2 (electricity, district heating). 2020 and 2019 values excl. methanol. The emission factors for natural gas were adjusted for the locations that supply and invoice natural gas based on calorific value.
- 9) Supplier-specific emission factors were used to determine Scope 2 (market-based).
- 10) The reduction is significantly influenced by the purchase of 100% green electricity in Europe as well as the plants in Nanjing (China) and Anting (China).
- 11) Scope 3.1, Scope 3.4, and Scope 3.5 greenhouse gas emissions are calculated based on 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 2021 and takes additional steel-specific factors into account.

- 12) Figure first reported in 2020.
- 13) Not contained in Scope 1 or 2. Scope 3.3 greenhouse gas emissions are calculated based on the emission factors of Defra (2022) and the emission factors of the German Federal Environmental Agency (2021, emission values of renewable energy sources). Upstream chain emissions and T&D losses are calculated based on the emission sources considered for Scope 1 (natural gas, fuel oil, propane, methanol) and Scope 2 (electricity, district heating). The correction to the previous year's emissions results from a methodology adjustment to calculate the WTT factor for energy sources in the emission factor sources used (Defra and UBA), to more appropriately account for indirect emissions.
- 14) The increase in emissions compared to the previous year is due in particular to the massive disruptions in the global supply chains as a result of the coronavirus pandemic. Due to the disparate availability in the sea freight sector, increased use was made of special air freight transports in order to avoid interruptions to production processes in the Schaeffler Group or at its customers. The 2021 figure is based on a current projection.
- 15) Increase due to higher consumption of natural gas, heating oil, and district heating.
- 16) Seawater or produced water is not withdrawn. No water is wasted in the manufacture of Schaeffler products, as water withdrawn is either reused internally or directed to third parties after treatment.
- 17) Excluding metals and scrap.
- 18) The 2020 value has been adjusted.

Suppliers and materials

		2021	2020	2019	Change (2020/2021)	Assessment
Suppliers reviewed in initial assessments ¹⁾	Number	133	64	86	> 100%	✓
Percentage of the purchasing volume of production material suppliers with SAQs ²⁾	%	68.6	30.9	–	37.7%-pts.	✓
Response rate of surveyed suppliers on the use of conflict minerals ³⁾	%	82.8	87.5	90.0	-4.7%-pts.	✓
Coverage rate of certified smelters in the supply chain ⁴⁾	%	99.7	100.0	100.0	-0.3%-pts.	✓
Confirmed cases of human rights violations ⁵⁾	Number	4	6	0	-33.3%	✓

- 1) Completed in 2021.
- 2) Figure first calculated for 2020.
- 3) Response rate of suppliers surveyed on the use of conflict minerals as defined by the Responsible Minerals Initiative. 2021 value checked in interim status in December 2021. 2020 figure adjusted compared to Sustainability Report 2020 in accordance with the regular survey period. Lower response rate in 2020 due to a higher number of suppliers surveyed. Regular survey period from March to February of the following year.

- 4) Smelters certified by the Responsible Minerals Initiative or not located in risk areas as defined in the RCOI. 2021 value checked in interim status in December 2021. Regular survey period from March to February of the following year.
- 5) 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 reporting period were all related to discrimination or harassment.

Employees and society¹⁾

		2021	2020	2019	Change (2020/2021)	Assessment
Employees, total	Number	82,981	83,297	87,748	-0.4%	✓✓
Of which in Europe	Number	53,006	53,865	60,155	-1.6%	
Of which in the Americas	Number	11,599	11,785	12,264	-1.6%	
Of which in Greater China	Number	12,337	11,787	12,182	4.7%	
Of which in Asia/Pacific	Number	6,039	5,860	3,147	3.1%	
Labor turnover rate ²⁾	%	4.6	2.9	4.4	1.7%-pts.	
New employees, total	Number	7,677	3,574	4,644	> 100%	
Of which women	Number	2,135	1,000	1,412	> 100%	
Of which in the age category < 30 years	Number	3,603	1,600	2,128	> 100%	
Of which in the age category 30–55 years	Number	3,936	1,897	2,390	> 100%	
Of which in the age category > 55 years	Number	138	77	126	79.2%	
Employees leaving, total	Number	8,890	8,227	9,277	8.1%	
Of which women	Number	2,174	1,993	2,233	9.1%	
Of which in the age category < 30 years	Number	2,326	1,946	3,102	19.5%	
Of which in the age category 30–55 years	Number	4,650	3,917	4,731	18.7%	
Of which in the age category > 55 years	Number	1,914	2,364	1,444	-19.0%	
Average age	Years	40.8	40.8	40.5	0.0%	
Age structure/distribution < 30 years	Number	13,138	13,474	15,877	-2.5%	
Age structure/distribution 30–55 years	Number	60,415	60,404	61,603	0.0%	
Age structure/distribution > 55 years	Number	9,428	9,419	10,268	0.1%	
Average tenure	Years	12.2	12.3	11.9	-0.8%	
Employees covered by collective bargaining agreements, Germany	%	98.0	95.1	95.0	2.9%-pts.	
Permanent employees	%	88.5	92.2	91.5	-3.7%-pts.	✓
Part-time ratio, Germany	%	6.8	7.0	7.1	-0.2%-pts.	✓
Men/women on parental leave, Germany	Number	375	367	426	2.2%	
Management positions ³⁾	Number	8,405	8,475	8,755	-0.8%	
Proportion of female managers, total ³⁾	%	12.1	11.8	11.5	0.3%-pts.	✓
Proportion in Europe ³⁾	%	10.1	9.7	9.0	0.4%-pts.	
Proportion in the Americas ³⁾	%	16.6	16.6	16.2	0.0%-pts.	
Proportion in Greater China ³⁾	%	18.6	19.4	18.6	-0.8%-pts.	
Proportion in Asia/Pacific ³⁾	%	9.3	7.7	13.8	1.6%-pts.	
Proportion of female employees, total	%	22.3	22.0	22.1	0.3%-pts.	✓
Proportion in Europe	%	21.5	21.0	20.3	0.5%-pts.	
Proportion in the Americas	%	25.9	26.2	25.9	-0.3%-pts.	
Proportion in Greater China	%	28.0	28.6	29.0	-0.6%-pts.	
Proportion in Asia/Pacific	%	10.2	9.8	15.0	0.4%-pts.	

Employees and society¹⁾ continuation

		2021	2020	2019	Change (2020/2021)	Assessment
Proportion of severely disabled employees, Germany ⁴⁾	%	5.5	5.6	5.9	-0.1 %-pts.	
Nationalities, total	Number	126	129	125	-2.3%	✓
Apprentices, total ⁵⁾	Number	2,643	2,724	3,078	-3.0%	✓
Of which students, total ⁶⁾	Number	394	491	–	-19.8%	
Trainees, total	Number	52	50	76	4.0%	
Online training courses, total	Number	250	193	134	29.5%	✓
Participants in e-learning courses, Germany ⁷⁾	Number	169,795	136,307	35,780	24.6%	✓
Participants in classroom training sessions, Germany ⁸⁾	Number	4,553	7,351	27,906	-38.1%	✓
Average number of hours of training and education per employee ⁹⁾	Number	8.2	–	–	–%	
Of which male ⁹⁾	Number	8.2	–	–	–%	
Of which female ⁹⁾	Number	8.0	–	–	–%	
Coverage rate for Learning Management System ¹⁰⁾	%	99.8	99.8	93.0	0.0 %-pts.	✓
Ideas submitted	Number	34,287	31,283	41,018	9.6%	
Accident rate (LTIR) ¹¹⁾	LTIR	3.9	4.6	5.2	-15.2%	✓
Coverage rate for ISO 45001 ¹²⁾	%	100	99.7	99.0	0.3 %-pts.	✓
Donations	EUR millions	2.1	3.4	1.6	-38.2%	

1) Unless otherwise indicated, the employee figures refer to the reporting date of December 31, 2021.

2) Initiated by employees; related to the average number of employees from January 1, 2021 to December 31, 2021.

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

4) Schaeffler Group Germany, without temporary workers.

5) People with academic or non-academic qualifications.

6) Dual students, master's degree students and "Two in One" students. The "Two in One" study program combines a bachelor's degree with vocational training. The significant difference from the previous year is the result of improved data quality.

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

8) Decrease primarily due to the impact of the coronavirus pandemic and the resulting budget cuts.

9) Figure was first reported in 2021.

10) Relating to employees, total.

11) 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.

12) Relating to employees on the production sites.