

The image is a cover for a sustainability report. It features a background of a person's hands holding a small green seedling with three leaves, growing out of a mound of dark soil. The scene is set against a bright, sunlit green background. Overlaid on the image are four circular icons connected by thin blue lines. The icons represent: a factory with a plant (top left), a classical building (top right), a globe (bottom right), and three stylized people (bottom left). In the top right corner, there is a white and orange geometric shape containing the 'leadec' logo.

leadec

We go beyond green **Sustainability report** **2022**

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Sustainable services for the factory of the future

Climate change is the defining crisis of our time. Its effects heighten competition for resources and can lead to major threats to international peace and security. As a risk multiplier, it aggravates already existing challenges. Governments have stepped up to define a massive regulatory framework, particularly for business, to achieve agreed climate targets and to ensure transparent supply chains. People have raised expectations of their employer's ethical behavior. Companies have therefore a major lever and responsibility to counter the climate crisis and protect social stability. They make a major task with their environmental, social, and governance performance.

Since the company's beginnings more than 60 years ago, Leadec has been a people business. Placing sustainability at the heart of operations, and ensuring this reaches every person and every process, we again took steps and measures in 2022. Our overall efforts have earned us a significantly improved overall sustainability performance and consequently even better ESG ratings.

There are three representative achievements I would like to name here:

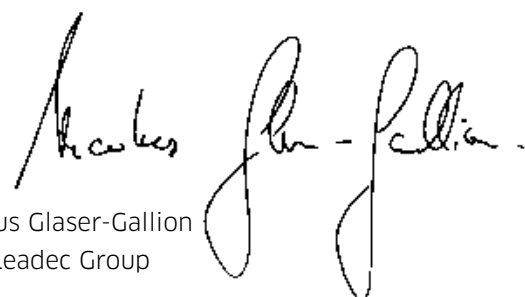
First, we have reduced the hazardous waste we dispose of from 290 to 13 metric tons while having grown the volumes of our operations at the same time.

Second, the number of occupational accidents in relation to hours worked has decreased further, reaching a record low of 1.2 in 2022.

Third, our programs for managing data privacy and cybersecurity have scored 100% in external audits.

Our job at Leadec is to keep factories running smoothly and make them fit for the future. With this mission, our services are right at the heart of the manufacturing sector's transformation. We help our customers operate their production facilities on renewable energies and fewer natural resources. Consequently, we are continuously expanding our line of so-called Green Factory Solutions, which are especially designed to help our customers meet their net-zero targets.

In 2023, we will focus on further improving our ESG performance, on delivering decarbonization and circular economy solutions for our customers and on ensuring full compliance and transparency of our supply chain. Keeping our own people engaged and motivated to deliver sustainable results across the business is therefore our utmost priority. Our target is to lead our industry by example, always aiming at positively influencing the markets where we operate.



Markus Glaser-Gallion
CEO Leadec Group



Leadec at a glance

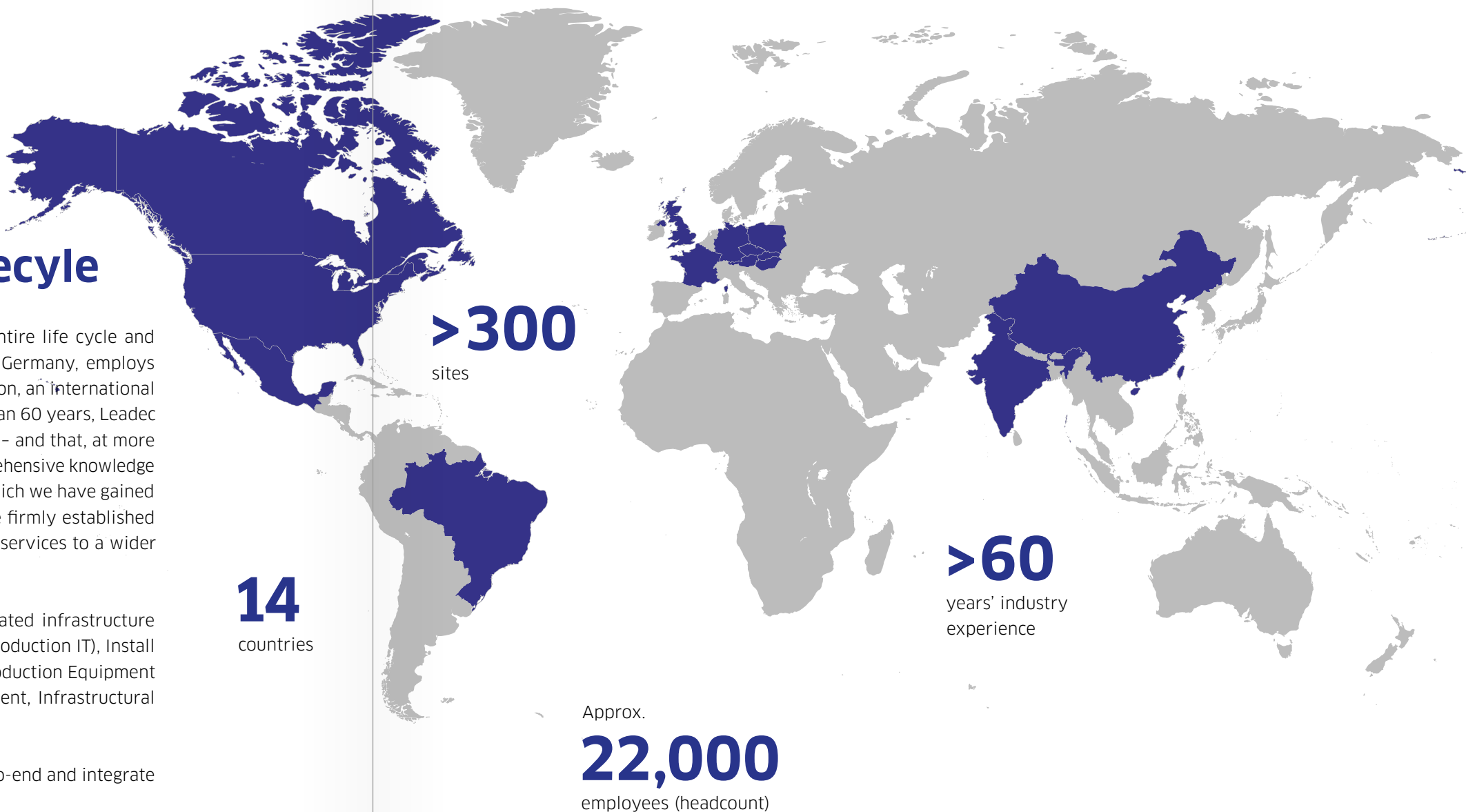
Services along the factory lifecycle

Leadec is the leading global service specialist for factories across their entire life cycle and related infrastructure. The company, which is headquartered in Stuttgart, Germany, employs about 22,000 people worldwide. Since 2016 Leadec has been owned by Triton, an international investment firm. In 2022 Leadec earned sales of EUR 1.1 billion. For more than 60 years, Leadec has been supporting its customers along the entire production supply chain – and that, at more than 300 sites, often directly at the customers’ plants and facilities. Our comprehensive knowledge of the production processes and equipment in the manufacturing industry which we have gained over decades is the basis for our smart services for smart factories. We are firmly established in the automotive industry. Today we expanded our portfolio by providing services to a wider variety of industries such as consumer goods, white goods, and aerospace.

Leadec’s global services along the entire life cycle of the factory and related infrastructure comprise: Engineer (Production Planning & Optimization, Automation and Production IT), Install (Electrical Installation, Mechanical Installation and Relocation), Maintain (Production Equipment Maintenance and Technical Cleaning), Support (Technical Facility Management, Infrastructural Facility Management and Logistics), as well as other local services.

The Leadec.os digital business platform is used to record all processes end-to-end and integrate further digital services.

More about Leadec: www.leadec-services.com



Milestones in our history:

1962	1985	2000	2005	2006	2009	2013	2014	2017	2020	Until today
Founding of the company (Kesselreinigungsgesellschaft Reichenberger & Co.) in Munich, Germany	Company renamed Deutsche Industriebewahrung GmbH & Co. KG (DIW)	Voith acquires DIW and establishes the division Voith Industrial Services	Expansion into America through the acquisition of Premier Group, USA	Majority takeover of Hörmann Industrietechnik, Kirchseon, Germany	Expansion into Asia through the establishment of a company in China	Takeover of Thyssen-Krupp Services in the UK	Acquisition of Helix Systems, Bessemer, USA	Voith Industrial Services becomes Leadec under the ownership of Triton, Germany	Acquisition of Diversified Automation, Louisville, USA	Focus on the manufacturing industries, expansion of the technical portfolio through acquisitions

Reporting on what matters

Environmental

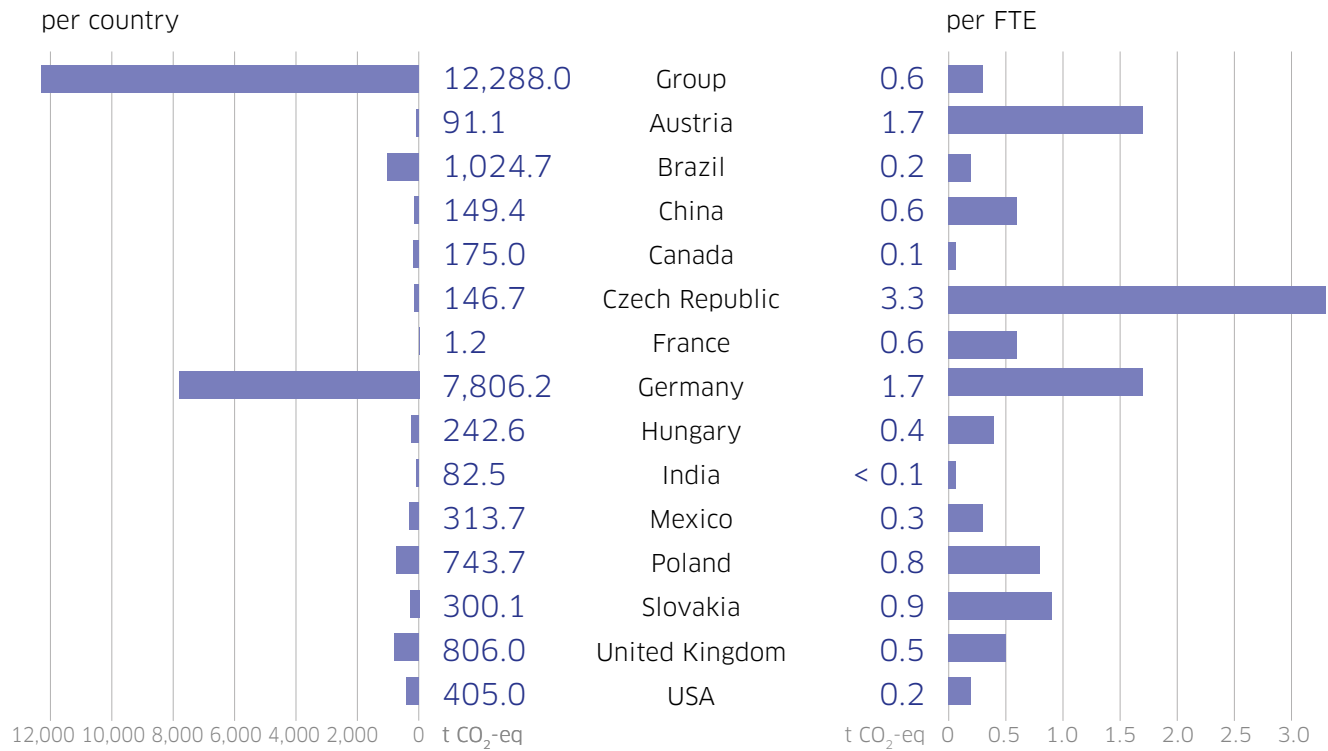
Energy

17.1 million kWh	6.7 million kWh
Total energy use	Natural gas consumption
0.5 million kWh	9.9 million kWh
Energy use from fuel	Electricity consumption

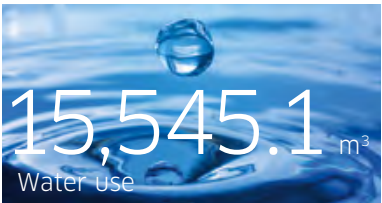
Carbon Footprint

7,165.1	5,122.9
Metric tons CO ₂ -eq	Metric tons CO ₂ -eq
GHG emissions scope 1	GHG emissions scope 2

GHG emissions scope 1 and 2 emissions per country



Waste



2,808.2
Metric tons total waste

12.8
Metric tons hazardous waste

2,795.3
Metric tons non-hazardous waste

63.2 %
Total waste recycled

37.7 %
% of sites with ISO 14001 certification

Social

Health & Safety



Employee Data

21,509
Headcount

16,777 male 4,732 female

19,742
Full-time equivalents

9,734
Employees Europe (total)

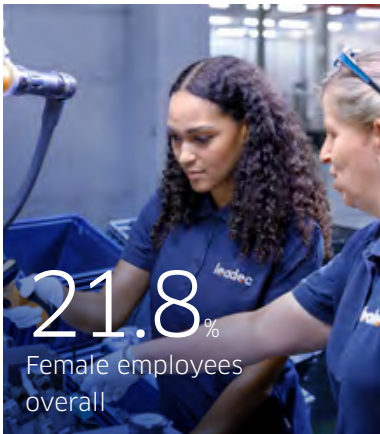
7,414 male 2,320 female

7,514
Employees Americas (total)

7,414 male 2,104 female

4,261
Employees Asia (total)

4,048 male 213 female



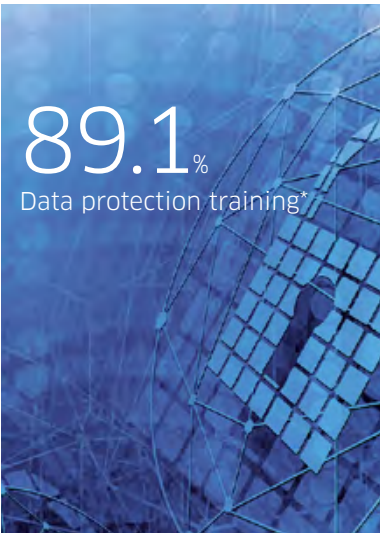
16.1 %
Women in corporate leadership positions

Supplier Sustainability

22.1 %
“A Suppliers” (account for 80% of Leadeo’s spend volume) who have signed the Business Partner Code of Conduct, which also covers sustainability-related topics, since 2020

Governance

97.0 %
Anti-bribery training*



89.1 %
Cyber security training*

97.0 %
Discrimination and human rights training*

Silver
EcoVadis rating

Low-risk
Sustainalytics rating

*Globally relevant employees trained
We are working on extending the scope of our reporting. Therefore, this data is subject to change.
All data are as of 2022.

Our corporate culture

Our vision, mission and values

Our vision

We are the leading service specialist for the factory of today and tomorrow.

Our mission

We keep production running smoothly and make factories fit for the future. Our heart beats for your factory.

Our values are the basis for our business relationships and success.

Reliability

We stand by what we do and take responsibility. We work with our customers and colleagues honestly, respectfully and ethically. Our customers and our colleagues can rely on us to interact and work with them openly.

Commitment

Each of us knows what it means to represent the company. This means bringing our expertise, knowledge and skills to the table every day. We are ready to go the extra mile for our customer at any time. We do our utmost to perform every single order successfully.

Leading edge

Our superior performance is the result of our passion, high standards, tools, our employees' qualifications and skills as well as our hard work. We want to make our business more attractive and valuable – for our employees, customers, suppliers, financial partners and shareholders.

Membership in associations

Leadec is a member of the following industry associations in Germany, Brazil, the USA, and India:

- aBB – automotive BerlinBrandenburg e.V.
- ABRAMAN – Associação Brasileira de Manutenção e Gestão de Ativos (Brazilian Association of Maintenance and Asset Management)
- ACOD – Automotive Cluster Ostdeutschland
- AHK – Câmara de Comércio e Indústria Brasil-Alemanha (Brazil-Germany Chamber of Commerce and Industry)
- GEFMA – German Facility Management Association
- ICNAP – International Center for Networked, Adaptive Production
- IFMA – International Facility Management Association
- IGCC – Indo-German Chamber of Commerce
- CII – Confederation of Indian Industry
- MCCIA – Mahratta Chamber of Commerce, Industries, and Agriculture
- UNGC – United Nations Global Compact
- VDA – Verein deutscher Automobilhersteller

Our stakeholders

A stakeholder-driven approach to sustainability is an effective means of ensuring that our organization remains aware of all market expectations, can respond rapidly to the changing needs of all our stakeholder groups and adds value in everything we do. We identify our most important stakeholders through in-house discussions, external analyses and industry comparisons. To identify, inform and prioritize our sustainability strategy, we engage with our key internal and external stakeholders, employees, senior management, board, shareholders, customers and suppliers.



Our approach to sustainability

Sustainability is at the heart of everything we do at Leadec. We are aware of its growing importance on a global and national level and its increasing relevance for internal and external stakeholders such as our customers, investors, and employees. At the same time, we strive to integrate sustainability into all decisions, in our day-to-day business. As a result, we are setting new standards in sustainable development, guided by a measured and precautionary approach that ensures long-term success. We are committed to seizing sustainability opportunities to make progress for our business and our stakeholders, to manage operational risks, to mitigate our negative impacts, and to make a positive contribution to the communities in which we operate. We also aspire to help our customers become more sustainable by providing Green Factory Solutions that improve efficiency, reduce energy or material consumption, and add value.



Leadec's sustainability priorities

We have identified our priority sustainability issues within the framework of our strategic commitments. Every two years, through engaging with key stakeholders, identifying risks, and analyzing sustainability trends, we assess the materiality of each issue. We performed our last review in 2021. An issue is defined as material if it is relevant to both our stakeholders and Leadec's business. A topic is considered relevant if Leadec's impact is high and the topic is important in areas including health & safety, customer and/or sustainable solutions, data security & protection, or climate change & energy. As new issues are identified, we analyze and prioritize them. Based on our sustainability priorities, we have defined our 2025 sustainability goals.

Strategic commitments	Managing our environmental impact	Adding long-term customer value	Acting responsibly towards our employees and society	Maintaining integrity
Sustainability priorities	Climate change & energy	- Customer/sustainable solutions - Sustainable supply chain management	- Health & safety - Diversity & equal opportunities - Employee retention & development - Training & education - Social commitment/community engagement	- Compliance & governance - Data security & protection - Human & labor rights



Sustainability goals

Using the sustainability priorities we identified for ourselves as a basis, we have defined our 2025 sustainability goals in relation to our baseline in 2019 and aligned them with the United Nations Sustainable Development Goals (UN SDGs). We commit to the SDGs, and our 2025 sustainability goals will drive forward these commitments, ensuring we seek to improve and contribute to sustainable development on a continual basis.



Managing our environmental impact



Adding long-term customer value



Carbon efficiency

We want to reduce our energy consumption and carbon footprint

Reduce our carbon footprint
-15% CO₂ emissions relative to total output

Reduce forklift fuel consumption
50% of gasoline forklifts replaced with electrically driven forklifts

We want to reach
65% total electricity from renewable sources

Resource efficiency

We will reduce waste and use resources efficiently

Reduce consumption of non-biodegradable chemicals
-75% purchase volume relative to total output

Contributing to reducing packaging waste, water use and water pollution

Customer focus

We want to strengthen customer relationships and provide services that meet our customers' needs

Maintain contract renewal rate
>90% contract renewal rate of customer base

Support customers in becoming more sustainable through **environmentally friendly services**

Acting responsibly towards our employees and society



Health & safety

We want to establish safe and healthy workplaces for our employees and customers

We want to reach
<1.5 recordable accident cases per million hours worked
<1.5 lost time injuries per million hours worked

Zero fatalities is our long-term goal

Improve reporting of near misses
≥1 report per employee per year

Reduce risk from high hazard operational procedures
≥3 health & safety control measures implemented for each of our top 5 health & safety hazards per operating unit

Employee development & diversity

We will provide development opportunities for employees and treat all employees fairly

Improve gender diversity
30% women in corporate leadership positions

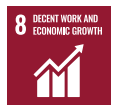
Provide
Training & development to provide opportunities and ensure the continued development of our employees

Supplier sustainability

We want to promote sustainability throughout our value chain

Promote sustainability
100 top suppliers committing to principles of the Leadec supplier sustainability policy, including environment, health & safety, human rights and working conditions

Maintaining integrity



Compliance

We want to ensure compliance with the law and build trust with all stakeholders

Maintain compliance training rate
>90% employees trained on topics such as: data protection, anti-bribery, cyber security, etc.

Human rights

We support the protection of internationally proclaimed human rights

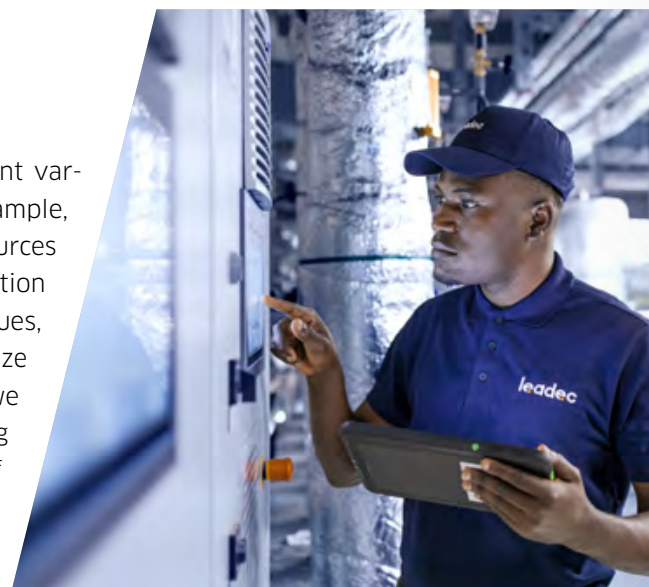
Strengthen human rights
>90% employees trained on relevant human rights topics, e.g., modern slavery

Managing our environmental impact

We continuously work to minimize our environmental impact. This vital goal helps us protect the environment, mitigate the effects of climate change, make smarter use of resources, and contribute to the circular economy. At the same time, it also makes us more competitive, efficient, and better at managing risks and generating customer value. Leadec is committed to utilizing all resources and raw materials efficiently and sustainably, increasing our reuse and recycling rates, and managing chemicals responsibly, e.g., substituting harmful chemicals with biodegradable equivalents. As part of our sustainability focus, we improve our performance by setting, tracking, and reporting on our environmental KPIs.

Resource efficiency

To minimize our environmental impact, we proactively implement various projects to help us use resources more efficiently. For example, cleaning products represent a significant proportion of the resources we consume globally. We have significantly reduced our consumption through improved employee training, enhanced cleaning techniques, and adjusted dosing. Additionally, our metal fabrication services utilize steel and aluminum as primary resources. At the design stage, we minimize our material consumption and carbon impact by reusing offcuts and recycling any remaining metals. The digitization of our business processes also enables us to make smarter use of resources. We now assess waste streams generated and continually review options for reducing, reusing, or recycling waste.



Fleet and fuel management

Fuel consumption is one of the largest contributors to our carbon footprint. Therefore, we are working to reduce the carbon emissions of our fleets by choosing more fuel-efficient vehicles and transitioning to electric and plug-in hybrid models where possible. In addition, we consider fuel efficiency when selecting commercial vehicles for our services and plan to complement these efforts by providing fuel-efficient driver training and optimizing our logistical route planning.



Travel directive

Business travel is also a necessary yet significant contributor to Leadec's carbon footprint. In 2023, we will work to further reduce our climate impact by updating our Travel Directive with vehicle fleet emissions along with our existing train and airplane emissions. The revised Travel Directive will help and guide our employees to select more environmentally friendly modes of travel.

Renewable energy

In 2022 60.4% of our electricity came from renewable sources

Carbon reductions

In 2022 Leadec Hungary remained the leading region, with 100% electric utility

Travel

We can specify business rules for CO₂ optimization in our travel management system.

How we will achieve our goals

- Reduce carbon emissions by adding more low-emission vehicles to our fleets
- Increase the percentage of renewable energy we purchase
- Expand our use of biodegradable cleaning fluids and train staff in resource efficiency
- Set CO₂ limits for different modes of transport

Adding long-term customer value

Our ISO 14001 certified operations provide additional benefits to our customers. This globally recognized standard for environmental management not only benefits the environment but also supports strong due diligence performance. A company can benefit economically from this by avoiding liability due to environmental negligence or by having lower insurance premiums. Moreover, ISO 14001 certification increases employee engagement, leading to lower staff turnover as well as systematic identification of improvement potential among employees.

Green Factory Solutions for a sustainable future

During the coming years, countries and corporations must make dramatic transformations to safeguard the long-term health of our planet. Achieving greenhouse gas (GHG) neutrality by 2045, as envisioned in the Decade of Action, UN 2045, requires the fundamental restructuring of our energy system, international energy supply, building and vehicle stock, transportation, infrastructure, and large sections of industry.

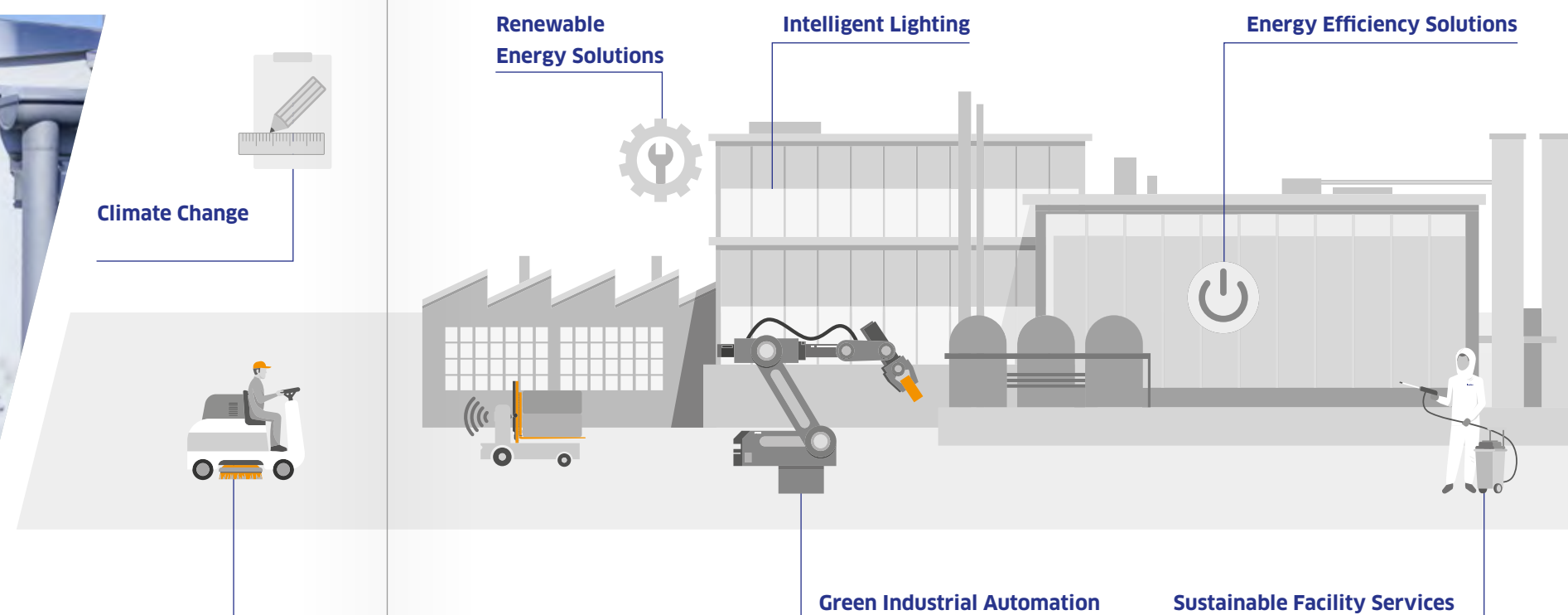
The speed and scope of these required changes are highly significant. To achieve the legally set 2030 climate target defined in the Nationally Determined Contributions (NDCs), countries worldwide must vastly reduce their investments in fossil fuel-based technologies within the next eight years. Implementing climate protection measures also requires substantial investments of their gross domestic product.

Leadec, as a leading technical service specialist for factories, has decided to fully align with the EU's climate and environmental objectives (EU Taxonomy). We are emerging as a differentiator in customer value creation via our new range of sustainable services called "Green Factory Solutions." These offerings make it easier and faster for our clients to decarbonize their factories and achieve their long-term sustainable transition goals.

The new range comprises seven selected green solutions. The first solution is "Zero Waste Services," which aims to implement waste recycling practices, zero waste strategies, and sustainable

operations in factories. A sustainable facility management approach called "Sustainable Facility Services" supplements the technical cleaning service offered by Leadec. Its main purpose is to ensure, e.g., the use of biodegradable and phosphate-free agents. Leadec also helps its customers conduct energy audits and implement energy management systems that adhere to international standards. Energy metering, calibration, and installation of effective filtering systems yield energy savings that can significantly contribute to a reduction in the carbon emissions from factories. Leadec offers the corresponding "Energy Efficiency Solutions" for this.

Most factories are now transitioning from fossil fuel-based energy sources to renewable energy sources such as photovoltaics, battery solutions, and heat pumps. These activities are offered by Leadec's "Renewable Energy Solutions." Leadec's "Intelligent Lighting" offering helps customers slash the electricity consumed by their lighting applications through use of LED technology and implementation of lighting designs that are in line with international standards. Because automation solutions decrease energy usage and optimize supply chains, the demand for them in manufacturing is increasing. Here, too, Leadec offers solutions under the heading of "Green Industrial Automation." Industrial companies' climate goals include not only actions to mitigate the effects of climate change (drought, heatwaves, flooding, and storms) but also actions to adapt to and strategies to analyze the effects of climate change. These measures fall under Leadec's "Climate Change Adaptation" offering.



Acting responsibly towards our employees and society

Health and safety

At the Leotec Group, maintaining the health and safety of our employees is our highest priority. Our global “Safety – It’s Your Life” campaign integrates safety into our company culture, operating processes, and management systems. In cooperation with our site and operations teams, our health and safety managers proactively control risks by identifying circumstances that may place people in danger and taking all necessary corrective actions. We continually work to prevent serious injuries and fatalities by providing employee training, conducting safety walks and audits, and regularly inspecting equipment to ensure high safety standards.

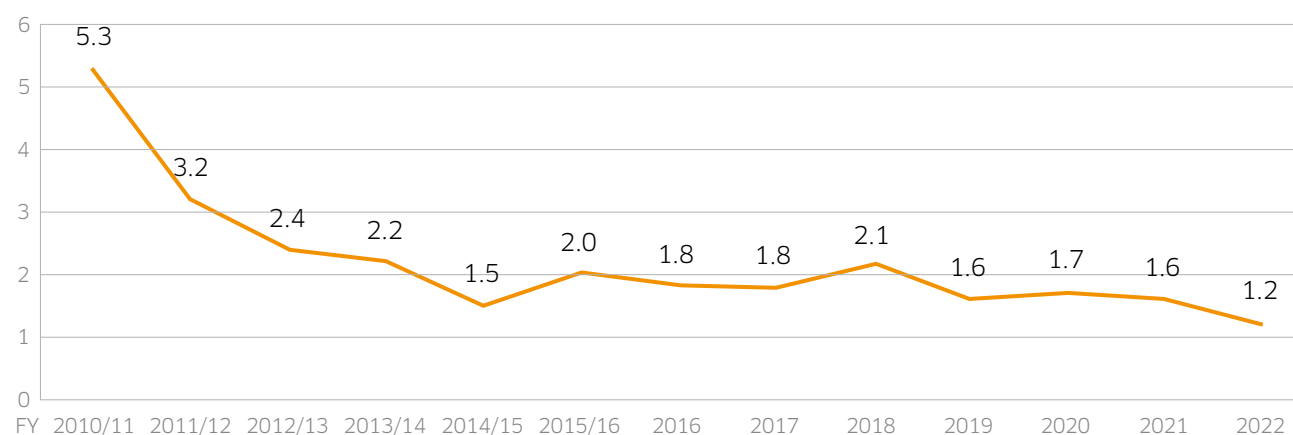
The issue of safety is firmly embedded in our integrated HSEQ management system. A corresponding Group directive specifies minimum binding requirements and standards for the Leotec Group.

In 2021, we introduced global HSEQ software that digitizes various occupational health and safety processes, including accident and incident management, audits, inspections, training, industrial hygiene, permits, compliance, risk management, and emergency management.

We are committed to achieving a long-term target of fewer than 1.5 accidents per million hours worked. To ensure robust, company-wide health & safety leadership, we have also linked the remunerations of our executives, senior managers, and site managers to this safety target.

Lost time injuries (LTI) frequency rate over time

LTI per one million hours worked



To further support our HSE targets, we also run the following active management programs:

HSE KPIs reflected in the remunerations of all managers of all hierarchies

Strong preventive work, including risk assessments and safety inspections

Extensive HSE audits

Certification of our sites according to international HSE standards

Ongoing updates to our HSE policies through research and identification of best practices

Regular H&S training sessions (such as evacuation exercises, first aid courses, etc.)

Focusing on key hazards (high-pressure water jetting)

One of the key hazards of our cleaning services involves high-pressure water jetting. Employees are exposed to hazards such as water jets piercing the skin, noise exposure, and flying debris. Therefore, Leotec offers specific training to ensure the safe use of water jets. Our UK operations are a certified member of the Water Jetting Association. As a result, Leotec has reinforced all personal protective equipment (PPE) requirements in our water jetting operations, and all operations supervisors have received Water Jetting Association safety awareness training.

How we will achieve our goals

- Strengthen employee health & safety awareness and training
- Define safety standards for business-critical operations
- Improve risk awareness and focus on preventing key hazards
- Share information and experiences globally
- Launch a global audit program in 2023
- Link remuneration to performance against safety targets
- Utilize the global health & safety software solution introduced in 2021
- Obtain OSHAS 18001 and ISO 45001 certification

Celebrating our employees' health & safety achievements

Both regionally and globally, we are constantly enhancing our programs, policies, and projects to create safer working environments for our employees. Our goal is simple: zero accidents in everything we do. To support this goal, we conduct regular safety trainings to ensure our knowledge and work practices are always up to date. For example, in 2022, our Brazilian team in São Bernardo do Campo held special training sessions to raise awareness about lifting platforms.

Health & Safety awareness is vital not only at the shop floor level, but also in the office. Therefore, in addition to conducting regular training exercises such as building evacuations, our headquarters organized a health day in 2022. Employees received advice and guidance on posture and spinal health, took part in short workouts, and participated in webinars to help integrate fitness into daily office life.

At Leadec, our HSEQ practices determine our planning, operational processes, management systems, and global directives. To formally recognize the achievements of our employees in these areas, we present an internal HSE Award annually in two categories: health & safety and environmental management.

Best practice in environmental management: Leadec UK

Under a Leadec cleaning contract in the UK, a plant purchases between 750,000 and 1,000,000 bags per year for use in its waste receptacles. As part of this waste contract, Leadec is responsible for collecting, sorting, and baling the plastic packaging material and finding the best supplier to purchase the waste. To improve sustainability, our team searched for a trusted recycler, changed the bags to recycled versions, and set up a trial with the new bags from the waste recycler. The consumable bags have the same quality and cost but are made from 100% recycled material, improving the waste hierarchy.

In addition to making better use of resources, this new initiative also reduces the number of deliveries of consumables to the site, lowering the associated carbon emissions. Now fully implemented in the customer's plant, our closed-loop recycling solution significantly reduces plastic waste and is much appreciated by the customer.

Best practice in health & safety: Leadec US

To reduce injuries and near misses caused by unsafe equipment, one of our US site managers created a digital QR form that duplicated the physical "vehicle inspection form." His team also placed the connected QR code on mobile equipment, allowing operators to scan the code, complete the vehicle inspection form, and report any safety concerns.

The information is stored in an Excel database, which third-party mobile equipment repair technicians can view before arriving on-site. Using this extra data, they can see which safety concerns have been reported and bring any specific parts or tools needed for repairs. The technicians can also edit the database or submit their own forms to note that they have completed their repairs and the vehicles are ready for use. Alternatively, they can record which parts they have ordered and when they are scheduled to arrive, informing our employees how long the equipment will be out of service. This process ensures employees do not operate unsafe vehicles, which only reenter service once a repair technician validates them. This is a valuable initiative that minimizes downtime and improves quality for our customers.



Employee development and diversity

We rely on our employees' unique skills and expertise to provide specialized industrial services to our customers. As a globally operating company, Leadec strives to promote diversity, equity, and inclusion to guarantee that every person feels safe, respected, and valued in their working environment.

Employee development

We invest in our employees and foster continuous learning to keep pace with technological change and the strict customer and quality requirements of the industries we serve. We also emphasize the development of our own young technical and commercial talents to meet the growing need for qualified employees within our company. At the same time, changing demographics mean that we have to monitor and adapt our workplace conditions to better accommodate an aging workforce. To meet these goals, we continually strive to increase our attractiveness as an employer and encourage the long-term retention of our skilled employees. This includes measures such as company pension schemes, numerous benefits for employees, including local health and sports offers, and the option of leasing a company car that is also available for private use.

Best employer award

In the years 2018 to 2021 Leadec received the “Top Human Resources Management Award” in China, ranking us as one of the top companies to work for. In addition, a leading Chinese career platform honored Leadec for its human resources management skills in retaining, developing, and motivating its employees. We were selected as the winner out of 5,000 companies nominated throughout the country. Leadec was also officially recognized in China as an “Influential Employer” in 2022. We received an HR employer award called “China Hao Bó Lè,” a well-known award in the Chinese HR industry. In an online ceremony, our team was acknowledged for its forward-looking, in-depth best practices in the areas of talent empowerment, shared values, and social contributions. The accolade has been awarded for the last seven years by the organizer Bole Hui. In 2022, Bole Hui received over 400 nominations from companies and individuals. Together with well-known personalities from the HR industry, a jury selected winners using multiple criteria such as company success, benefits of the program (e.g., creative and practical), the collaboration and creativity of the HR team, and its broader impact on the field of HR.

How we will achieve our goals

- Enhance the Leadec training campus to offer more workplace-specific training
- Strengthen our employee branding
- Foster stronger employee engagement
- Conduct employee and leadership training, e.g., training on digitization related to our services
- Acknowledge generation-specific requirements



Diversity and inclusion

As a company with a global reach, we work with employees, customers, and business partners with different nationalities, genders, cultures, and customs. The collective sum of individual differences, life experiences, knowledge, perspectives, and unique capabilities that our employees invest in their work represents a significant part not only of our culture but also of Leadec's sustainable success.

Leadec is committed to equal opportunities. We recognize that a diversity of backgrounds and experiences makes us better able to understand the needs of our employees and customers. To make diversity and inclusion (D&I) a topic of regular discussion and integrate it in our daily business, Leadec introduced a Diversity Council in 2022, launched diversity statements, and defined focus areas and relevant KPIs for inclusion.

Diversity Council responsibilities

- Discussing D&I goals with Board of Management
- Sparring for the Board of Management with regard to D&I topics
- Sponsoring measures and actions

Focus of D&I KPIs

- Group Balance
- Leadership
- Recruitment
- Talent Development
- Retention
- Training

Leadec diversity beliefs that guide our global and divisional D&I strategies and activities

- Diversity of our employees, equity, and inclusion are an integral part of Leadec's identity and make us strong.
- We are committed to offering fair treatment to all groups of employees.
- We strive for balanced representation of different employee groups across all levels of the Organization.
- We see ensuring an inclusive culture for our employees as our responsibility as an employer.
- We treat D&I actions with high management priority and monitor the success with KPIs.

Share of employees



Supplier sustainability

Our supply chain includes over 12,000 suppliers. By spend volume, our key supplier categories include cleaning supplies, electronic and nonelectronic components, vehicle fleets, subcontractors, and employment agencies. Our Supplier Sustainability Policy and Business Partner Code of Conduct detail compliance with regulatory requirements, voluntary commitments within the industry, and our own minimum requirements for environmental management, health & safety, and human rights. As a responsible company, we continuously improve our tracking of various sustainability metrics and KPIs throughout our operations and supply chain. In addition, we are committed to upholding all relevant internationally recognized rights and laws throughout the value chain.

To prepare for Germany's new Supply Chain Act, we initiated several programs in 2021 and 2022. These comprise our updated Sustainability Directive and Leadec's Business Partner Code of Conduct. Our revised procurement directive not only emphasizes conventional procurement KPIs such as time, quality, and price, but also strengthens our environmental and social focus. We also initiated sustainable procurement training sessions featuring an introduction to sustainability at Leadec and relevant directives, standards, and regulations. In addition, our Global Procurement Team set new supply chain KPIs and reviewed their supplier self-assessment questionnaire.

Under the new legislation, a company and its subsidiaries must comply with the legal requirements, as well as all their suppliers along the value chain. To meet this new requirement, we introduced a Group-wide committee for the Supply Chain Act.

In 2022 we decided to create the new position of human rights officer. In 2023 we will appoint a committee to fill this role and supply the relevant audits, declarations, and reports to Germany's Federal Office for Economic Affairs and Export Control (BAFA). We also established an official human rights complaints procedure, which is available to everyone in our supply chain and accessible via the Leadec website.

Engaging our supply chain

We constantly engage with our suppliers to ensure that they commit to our Business Partner Code of Conduct (including sustainability-related topics).





Types of suppliers engaged

In 2022, we engaged over 12,000 suppliers to provide our customer services and manage our internal operations. Our Global Procurement department and Divisional Procurement teams evaluate, select, and contract suppliers using environmental and social criteria to ensure we maintain accurate screening and risk mitigation. All suppliers receive our Business Partner Code of Conduct. We have extended our previous top 100 supplier program to our 800 “A Suppliers,” which account for 80% of our total spend volume.

Type of suppliers engaged	Products and services
IT, network and telecommunications	Software, hardware, printers, professional services, network services, and telecommunications
Marketing	Promotional services, publicity, information material, and event promotion
Subcontractor and employee leasing	Staff development, certifications and acceptance, consulting, winter services, removal companies, logistics services, and support
Distributors	Electric materials, installation materials, mechanical components, and switch cabinets
Hygiene and cleaning materials	Detergents, disinfectants, high-pressure cleaning, and protective clothing

Business Partner Code of Conduct

Compliance is the essence of fair and transparent business practices. At Leadec, we rely on our employees’ diligent and responsible actions to strengthen the reputation and performance of our entire organization. Therefore, compliance is a core aspect of our long-term success and forms the foundation of our business relationships. Maintaining compliance also gives our employees additional security and confidence in their daily activities and protects individuals and the Leadec Group from unnecessary risks.

Our Code of Conduct helps us maintain compliance in all aspects of our business. It outlines our standards of ethics and behavior, guides us in navigating unclear situations, and acts as the foundation for trust. In the past, the Leadec Code of Conduct applied equally to all employees and business partners. Furthermore, in 2021 we created a separate Business Partner Code of Conduct to provide greater support and guidance to our business partners. In addition, we continuously monitor new developments and regulations and began our first review of the new Code of Conduct at the end of 2022.

Topics covered

- Respect for free and fair competition
- Combating bribery and corruption
- Observance of embargoes and sanctions lists
- Human rights
- Working conditions

- Occupational health and safety
- Environmental protection and sustainability
- Data protection and information security
- Compliance along the entire supply chain
- Compliance and whistleblowing

Our Business Partner Code of Conduct is binding for all suppliers, subcontractors, and other business partners. We share the Business Partner Code of Conduct with every supplier, and it is publicly available on our website in multiple languages.

Our people and commitment

As a globally operating company, Leadec is committed to investing in and supporting the communities in which we live and work. Community engagement and corporate contributions are important to us. Our employees initiated several campaigns in 2022, among others, for welfare, female empowerment, and environmental protection as well as biodiversity.

Leadec's 60 years donation campaign

In 2022, Leadec celebrated its 60th anniversary. We took this as an opportunity to give back to society by supporting six charitable projects or organizations with focus on education, health & safety, or the environment. To help make their visions come true, we launched a "60-Day Challenge" among our employees to raise up to 6,060 euros for each of these six projects.

CREDIT-I, India: The "Centre for Rural Education Development and Innovative Technologies of India" has been supporting young people in education and helping women start businesses for 15 years. CREDIT-I uses donations to fund 60 programs in the Mysore region to help students prepare for exams and pay for tutoring and study materials.

Una Nueva Esperanza, Mexico: Una Nueva Esperanza is a nonprofit organization in the state of Puebla that improves the socioeconomic conditions of children and young people from low-income backgrounds who have been diagnosed with cancer. It provides its clients and their families with comprehensive support and companionship during treatment.

The Ocean Cleanup, global: The Ocean Cleanup is an international nonprofit organization that develops and scales technologies to remove plastic from oceans, rivers, and waterways. Founded in the Netherlands in 2013, the organization's long-term goal is to clean up 90% of floating ocean plastic pollution.



Mission Erde e. V., Germany: Mission Erde creates awareness about nature, animals, and sustainability. Mission Erde is active worldwide in various conservation projects and supports local environmental protection organizations. It also encourages and supports individuals who fight to preserve species or habitats at a local level.

Have a Heart Clinic, USA: The "Have a Heart Clinic" improves the health and lives of community members in Louisville, Kentucky. It provides free cardiovascular (heart and circulatory system) care, support services, screening, and education for adults, regardless of whether patients can pay for treatment or have insurance coverage.

Ecobirmingham, UK: Ecobirmingham's goal is to make its hometown a greener and healthier place to live. It used Leadec's fundraising to support its "Brum by Bike" campaign, which encourages people in and around Birmingham to use bicycles instead of emission-intensive cars and public transport.

The aim of our 60-Day Challenge was to raise money for good causes while also encouraging our employees to stay healthy and active. Therefore, they earned one euro for every kilometer they walked or ran or for every two kilometers covered by bike, wheelchair or inline skates. During the challenge, employees used our global "we.do" employee app to apply their kilometers to a nominated project, which Leadec converted into financial donations. They could upload selfies, videos, and progress screenshots from their favorite fitness apps of their early-morning or after-work exercise, hikes, and bike rides. Every kilometer was recorded and helped the Leadec team move closer to its collective goal. The challenge generated over 2,500 app posts.

In the end, the 60-Day Challenge was an overwhelming success. Over 400 Leadec employees worldwide collected a total of 38,115 kilometers. Many teams also showed great collaboration and logged kilometers together by walking during lunchtime or collecting trash in a local recreational area.

Leadec campaigns and events

Around the world, our employees organized, managed, and participated in a range of campaigns and events in 2022. Although these campaigns and events took many different forms, Leadec employees all helped to raise awareness about important social and environmental topics while improving collaboration within our teams. The initiatives were often conceived and driven solely by the passion and commitment of our employees, with additional support from Leadec.

Celebrating our heritage

In Brazil, our employees also came together to celebrate Leadec's 60th anniversary in 2022 with a Carnival Campaign: 60 years in the heart of factories. Our employees formed teams to produce 60-second videos celebrating Leadec's birthday with "marchinhas" music, a staple of Brazilian carnivals and events. The videos featured team members singing, dancing, and playing instruments to embody this fun and often humorous style of music. The technical cleaning team working at Mercedes Benz was selected as the winner by an online employee vote. The team filmed its video in a recording studio with great enthusiasm and teamwork.

Supporting bee populations

Our teams at Leadec's UK headquarters and assembly plant in Coventry spent almost a year planning, training, and preparing for the arrival of two bee colonies in May 2022. They started with only a few bee frames, but thanks to a dedicated team of volunteers, the bees are thriving. There are now thousands of bees in the colonies, and they are helping to pollinate native plants and improve the health of local ecosystems.

Raising breast cancer awareness

October is also known as Breast Cancer Awareness Month. This annual health campaign increases awareness about the disease and raises vital funds for research into its cause, prevention, diagnosis, treatment, and cure. In Brazil, our teams supported the fight against breast cancer at various events, which included advice about women's health and teaching methods to prevent and identify breast cancer.



Successful Green Week events

Our UK "Green Week" in November featured a range of activities, initiatives, and competitions to highlight well-being, sustainability, and social responsibility. The event was kicked off with the Green Week quiz featuring 10 daily questions about topics such as sustainability at Leadec, our corporate guidelines and goals, the benefits to our customers, and how each employee can make a difference. One example in which only one change in a customer's cleaning process helped to reduce solvent consumption in a paint booth by 90%, thereby protecting the environment and saving the customer money, showed how Leadec creates added value for its customers while improving sustainability. There was a daily quiz prize for the highest score and a main prize for the most correct answers overall.

During the "Green week", Leadec also invited seven children from Leigh Academy, a local elementary school, to its wheel and tire plant in Coventry. First, the children learned about OPEX concepts, work breakdown structures, efficiency improvements, and process flows. Then they put what they learned into practice and set up two simple production lines where they filled and labeled Leadec seed bags with wildflowers. The children found that the output was 73% higher when everyone worked together than when everyone filled their own bags.

This was the second year our UK team organized this event, which is on track to become an annual tradition.

Encouraging women in manufacturing

"Limitless" was the theme of our first Women in Manufacturing Summit in the USA. Fifty-two women with various roles at Leadec came together in Ohio or participated virtually. For two days, the women were able to expand their personal networks and join professional development sessions with internal and external speakers. They also engaged, contributed, and learned from colleagues around the country in an inclusive and empowering environment.

Minimizing plastic waste

The degradation of the natural environment is progressing at an alarming pace. Leadec Poland is encouraging proper waste separation and the reuse of existing resources. Since 2019 employees there have been participating in an ecological initiative to collect plastic bottle caps. The caps are collected and then forwarded to a collection point to be recycled.

Maintaining integrity

Ensuring compliance with standards

We are committed to working with our customers and colleagues with honesty, respect, and strong ethics. We do not tolerate any form of bribery or corruption, and in 2022 no such instances were recorded at Leadec. We also comply with all data protection principles defined in the General Data Protection Regulation (GDPR).

Key topics in the Leadec Code of Conduct

Human rights & equal opportunities	Bribery & corruption	Cooperation with business partners
Data protection	Protection of assets	Avoiding conflicts of interest
Insider knowledge	Quality	Safety, health, environment, and sustainability

Human rights

Our Leadec Code of Conduct outlines our respect for human rights and labor laws worldwide. We also strictly adhere to the legal reporting requirements of the UK Modern Slavery Act.

Leadec maintains business relationships with a vast range of suppliers worldwide for products and services. We are committed to sourcing raw materials responsibly in our supply chain and strictly adhere to the principles of the German Supply Chain Act. Although we do not directly manage our suppliers' human rights performance, we provide education and guidance via our Business Partner Code of Conduct. We are passionate about upholding human rights and committed to preventing human rights violations in all areas of our business and supply chain. We have established a whistleblowing hotline for our business partners to anonymously report any concerns or violations relating to human rights.

How we will achieve our goals

- Utilize e-learning to train employees on relevant human rights topics, e.g., modern slavery
- Compliance with human rights requirements is part of Internal Audits topics
- Whistleblowing hotline for internal and external stakeholders



Governance structure



The Leadec Group comprises the Group's parent company, Leadec Holding S.à r.l. (Luxembourg), and its German-based wholly-owned subsidiary, Leadec Holding BV & Co. KG (Stuttgart), including its subsidiaries.

The Board of Management of Leadec Holding BV & Co. KG is responsible for the Leadec Group's strategic and operational management. It consists of Chief Executive Officer (CEO) Markus Glaser-Gallion, Chief Financial Officer (CFO) Christian Geißler, Chief Operational Officer (COO) Markus Hucko, and Chief Sales Officer (CSO) Martin Kuhnhen. The Advisory Committee comprises shareholder representatives and industry experts and acts as an advisory body to the Leadec Group.

Leadec Holding BV & Co. KG conducts its business activities through various subsidiaries structured in three divisions: Europe, the Americas, and Asia. Each division oversees all activities in its respective regions.

The management holding company of the Leadec Group provides centralized head office support functions such as Group HR, Global Communications, Group Accounting & Controlling, and Global Business Development. These central functions develop processes that are important to the entire organization. They are implemented in the divisions by decentralized units and adapted to the local needs of each region. In addition, two areas that drive digitization in production are managed centrally: the Smart Factory Group as an innovation center and Production IT as a profit center.

Our business strategy "Becoming Leading Edge" pursues ambitious targets to position Leadec as a global full-life-cycle service specialist for factories and the related infrastructure. In particular, we aim to strengthen our portfolio and expand our business through even greater penetration of the automotive industry, achieve broader industry diversification, align our service portfolio with megatrends such as climate neutrality and digitization, and continue refining our organization and processes. To support this strategy, we launched the "Elevate Leading Edge" campaign at the start of 2022, with eight new initiatives designed to generate additional growth and value for Leadec.

Markus Hucko, COO
Markus Glaser-Gallion, CEO
Christian Geißler, CFO
Martin Kuhnhen, CSO
(from left to right)

Sustainability governance structure

We believe we have an obligation to our employees, investors, customers, society, and the environment to operate sustainably. Therefore, we are transforming our operating framework to have a stronger sustainability focus in line with, among others, the EU Green Deal. As a signatory of the UN Global Compact, Leadec is committed to aligning its business targets with the Sustainable Development Goals (SDGs) and the Ten Principles of the UN Global Compact. Leadec's Board of Management (BOM) is responsible for our overall sustainability performance, establishing and reviewing our sustainability goals and strategies. It is also responsible for implementing directives and enabling all employees to contribute to our social and environmental objectives. This responsibility is one of the core values embedded in our Code of Conduct.

The sustainability function is executed by the COO, who is responsible for all environmental, social, and governance (ESG) matters and reports directly to the CEO. In addition, the Center of Competence for Sustainability regularly updates the BOM on current developments, legislative changes, the progress of our ESG initiatives, customer demands, and ESG and reporting rating requirements. Climate change programs are steered and managed by the Global Sustainability department and approved by the BOM.

Global Sustainability is responsible for integrating sustainability into all divisions and aspects of our business functions, supported by a global network comprising sustainability and HSEQ managers. Various functional units send representatives into sustainability related initiatives. Local sites support with reporting data. We believe that maintaining strong corporate social responsibility (CSR) is essential to our company's long-term success.

Therefore, we have embedded this requirement into our four strategic sustainability commitments:

- Promote social responsibility
- Manage our environmental impact
- Work with integrity
- Generate long-term customer value

These commitments are also incorporated into our Sustainability Directive, which all Leadec employees can access through the Leadec House of Governance.



Ethics and compliance

The Leadec Code of Conduct applies to all employees worldwide and defines clear standards of behavior toward third parties such as business partners, competitors, political parties, and government authorities.

In 2021 we performed a comprehensive review of the Code of Conduct, and we plan to specify additional social and environmental requirements in the future. We ensure that all employees understand and comply with our Code of Conduct through mandatory annual training sessions. Employees can report suspected or confirmed infringements of the Code of Conduct without fear of professional or personal repercussions.

Leadec's principles and directives are reflected in the House of Governance, which is accessible to all employees worldwide. The topics covered in the House of Governance include sustainability, information security, occupational health & safety, procurement, and risk management. The Leadec Code of Conduct is equally binding on all employees worldwide and provides clear-cut rules of behavior toward third parties such as business partners, competitors, political parties, and government authorities.

Compliance with Leadec's Code of Conduct and the directives of the House of Governance is overseen by the compliance officers of the respective legal entities. The officers send regular compliance reports to the CFO of the Leadec Group, who is also the head compliance officer. A Compliance Committee, which comprises the Head of Legal, the Head of HR, the Head of Internal Audit, and the CFO of the Leadec Group (who holds the chair), meets every quarter to discuss existing compliance events and how they should be managed. The Committee also discusses any necessary training measures and improvements to the compliance system. In addition, the CFO regularly reports to the Advisory Committee.

Our obligation to maintain responsible and lawful behavior extends beyond our company's walls. Therefore, we have defined our expectations of our business partners in a corresponding Business Partner Code of Conduct. Each supplier must also complete our supplier self-assessment, which includes ESG topics.

Ethics and compliance helpline

A key component of Leadec's commitment to ethics and compliance is our independent third-party provider helpline, which is available to all internal and external employees. It allows individuals to anonymously report suspected illegal or unethical activity or potential violations of our Code of Conduct. It is available 24/7 in the preferred languages of our employees. Alternatively, our employees can speak to their supervisor, local HR staff member, or compliance officer.



Sustainability ratings

Sustainalytics: low risk rating

Sustainalytics is a global research and data firm that rates companies based on their ESG performance. Banks and lenders can use its ESG Risk Ratings and data to analyze their clients and provide sustainability-linked loans. Investors can also use these ratings to identify, understand, and manage ESG risks and performance development. Sustainalytics primarily focuses on financially material ESG issues relevant to a company's value.



In its 2021 fiscal year assessment of Leadec, Sustainalytics rated our risk of significant financial impacts from ESG factors as “low risk,” with 10.8 points on a scale of up to 100. Compared to our 2020 assessment, we have improved by 2.3 points. Of note, we significantly enhanced our results in the areas of Data Privacy and Security as well as Corporate Governance. Our positive rating reflects Leadec's commitment to improving its sustainability performance, and we now proudly hold one of the best ratings in the commercial services industry.

Combined indicators

Our Sustainalytics rating considers the ESG risks we face as a factory service specialist as well as how we manage these risks. Sustainalytics looks at ESG indicators from the following eight areas: Corporate Governance, Human Capital, Data Privacy and Security, Bribery and Corruption, Emissions, Effluents and Waste, Product Governance, Carbon (own operations), and Occupational Health & Safety.

One of Sustainalytics' key performance indicators is an evaluation of a company's ecological footprint. In the area of CO₂ emissions, Leadec is making positive contributions by procuring more energy from renewable sources, improving energy efficiency, and using environmentally friendly cleaning agents.

EcoVadis: silver rating

EcoVadis is one of the world's leading independent ESG assessment agencies. Its company ESG ratings give buyers and suppliers reliable indicators of their business partners' sustainability performance and development over time. In recognition of our growing ESG commitments, EcoVadis upgraded our rating from Bronze to Silver in 2022.



Informed sustainable supply chain decisions

Leadec achieved a score of 60 points, with above-average results in the four key areas of Labor and Human Rights, the Environment, Ethics, and Sustainable Procurement. In addition, we improved our performance in Sustainable Procurement and Labor and Human Rights compared to 2021. We will continue working to improve these results, as our EcoVadis certifications help us provide transparency and value to our customers, partners, and stakeholders.

As part of our sustainability approach, we perform supplier due diligence and risk assessments and train our purchasing staff on relevant sustainability topics. Additionally, we are working to reduce our CO₂ emissions further through measures such as internal training on energy and resource efficiency and expanding our sustainable services for our customers. We also seek to be even more diligent and proactive in the areas of labor and human rights as well as ethics. In 2022 we continued rolling out dedicated measures to prevent discrimination and promote diversity and gender equality. In addition, our ongoing targeted risk assessments and audits help to ensure that we successfully prevent and combat all forms of bribery and corruption.



Legal entities of Leadec

The company’s consolidated financial statements include the company itself and its subsidiaries.

Company	Country	Share of voting rights and capital as of Dec 31, 2022	Consolidation method
Leadec Holding S.à r.l. (Group parent)	Luxembourg		Full consolidation
Leadec Holding BV & Co. KG	Germany	100%	Full consolidation
Leadec Beteiligungen GmbH	Germany	100%	Full consolidation
Leadec Servicos Industriais do Brasil Ltda.	Brazil	100%	Full consolidation
Leadec Industrial Services (Shanghai) Co., Ltd.	China	100%	Full consolidation
BAIC Leadec Industrial Services (Beijing) Co., Ltd.	China	50%	Full consolidation
Leadec s.r.o.	Czech Republic	100%	Full consolidation
Leadec BV & Co. KG	Germany	100%	Full consolidation
Leadec FM BV & Co. KG	Germany	100%	Full consolidation
Leadec Management Central Europe BV & Co. KG	Germany	100%	Full consolidation
Leadec Austria GmbH	Austria	100%	Full consolidation
Leadec Kft	Hungary	100%	Full consolidation
Leadec India Private Limited	India	100%	Full consolidation
Leadec Sp.z.o.o.	Poland	100%	Full consolidation
Leadec s.r.o.	Slovakia	100%	Full consolidation
Partners in Hygiene Limited	UK	100%	Full consolidation
Leadec Limited	UK	100%	Full consolidation
Leadec Holding (UK) Ltd.	UK	100%	Full consolidation
Leadec Corp.	USA	100%	Full consolidation
Leadec Mexico S. de R.L. de C.V.	Mexico	100%	Full consolidation
Leadec Servicos Industriais do Parana Ltda.	Brazil	100%	Full consolidation
Leadec (CA) Corp.	Canada	100%	Full consolidation
Leadec Automation & Engineering GmbH	Germany	100%	Full consolidation
Leadec Automation & Engineering Holding, Corp.	USA	100%	Full consolidation
Diversified Automation Inc.	USA	100%	Full consolidation
Projektlogistik Kölleda GmbH	Germany	100%	Full consolidation
SRE Schulz & Reichl Elektrobau GmbH	Germany	100%	Full consolidation
Leadec SAS	France	100%	Full consolidation
Industrial Maintenance & Services of Belton, Inc.	USA	100%	Full consolidation
Meiners Electrical Services, LLC	USA	100%	Full consolidation
Fluid & Lubricant Management Services GmbH	Germany	100%	Full consolidation
Elmleigh Electrical Systems Ltd.	UK	100%	Full consolidation
Meiners Management Company	USA	100%	Full consolidation
Lesshafft Electric Company, Inc.	USA	100%	Full consolidation
Markasit Grundstücksverwaltungsgesellschaft mbH & Co. Vermietungs KG	Germany	Share of voting rights 23.5% share of capital 94%	Associate

About this report

The Sustainability Report was prepared and published by the Global Sustainability and Global Communications teams and approved for publication by the Board of Management. It provides a summary of our sustainability-related activities in the 2022 calendar year, covers all Leadec companies and is published annually. The current report references the Global Reporting Initiative (GRI Standards 2021). The GRI content index is available in the form of an appendix on our sustainability website, outlining the specific GRI Standard Disclosures addressed.

Leadec wants to contribute to sustainable development by aligning its operating framework with the EU Taxonomy, committing to make a substantial contribution and do no significant harm.

Being a signatory of the UN Global Compact, Leadec is committed to aligning its business targets with the Sustainable Development Goals.

The Sustainability Report has not been subject to an external audit. However, Leadec’s annual financial report includes relevant sustainability topics, among others, ESG Goals and ESG KPIs, and is subject to an external audit.

Note: All individuals shown in photographs in this report complied with the Covid-19 regulations in place in that country at the times the photographs were taken.

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