



**leadec**

**We think ahead.**  
**Sustainability.**

# Acting responsibly today and tomorrow

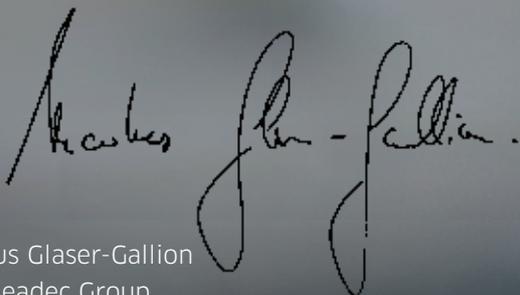
Our vision is to be the leading service specialist for the factory of today and tomorrow. That factory of the future is digital, flexible – and certainly sustainable. All of our stakeholders expect us to contribute to sustainable production and manage our own impact and footprint. Our sustainability program therefore centers around four strategic commitments: managing our environmental impact, taking care of our employees and society, maintaining integrity as well as adding long-term customer value. Our overall efforts have earned us a bronze rating from the business sustainability rating provider EcoVadis.

As a service provider, our main environmental impact comes from our fleet and the cleaning products we use in the factories and related infrastructure. I am proud to say that we have reduced our total use of energy by 20% and our waste by 25% in the past year. When it comes to the responsibility we take for our employees and society, safety is our license to operate. For the reporting year, our lost time injury frequency rate of 1.7 is again above industry benchmark.

During almost 60 years of operations, we have earned the trust of numerous long-standing customers. To always live up to their expectations, we have, among others, increased our awareness programs. 93% of our staff have undergone a rigid anti-bribery and anti-trust training. To support our customers on their way to the zero emission factory and further sustainability goals, we develop new service lines for sustainable production, such as digital waste tracking, and enter into partnerships to add value: with GETEC on energy management or Castrol on fluid management.

Leadec is now seeking to digitize HSEQ with the rollout of a global software in 2021. This will allow us to harmonize, standardize and improve transparency, making us better able to manage our risks going forward. The coronavirus pandemic has sharpened our awareness that sustainability is a global challenge. At Leadec, the sense of urgency has brought us closer to our stakeholders.

Commitment, reliability and leading edge are our core values. They also help us to drive that sustainability argument across all levels. All the more we understand that we need to anticipate risks, respond quickly and embrace change.



Markus Glaser-Gallion  
CEO Leadec Group



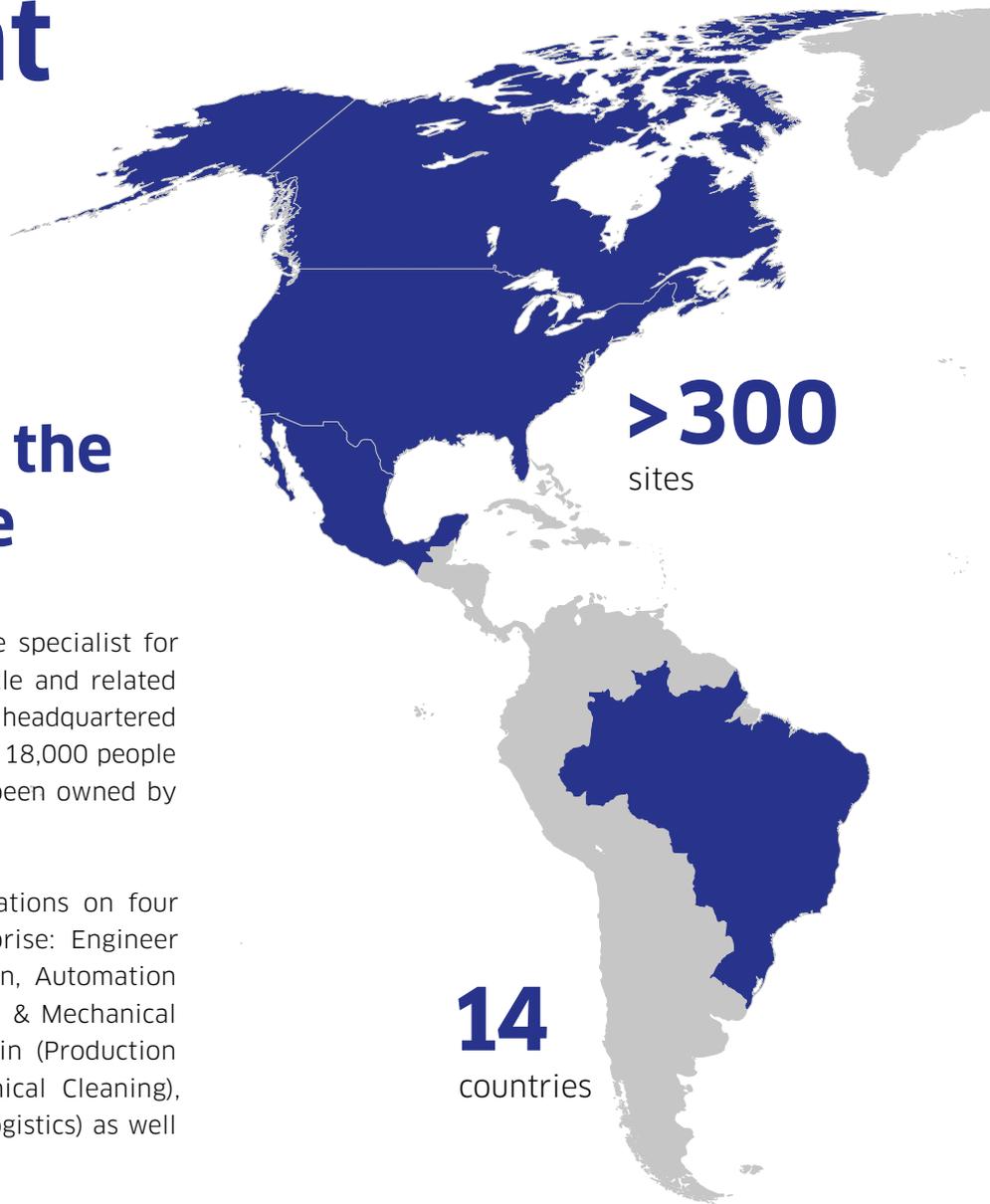
“We support our customers with sustainable services on their way to zero emission factories.”

# Leadec at a glance

## Services along the factory lifecycle

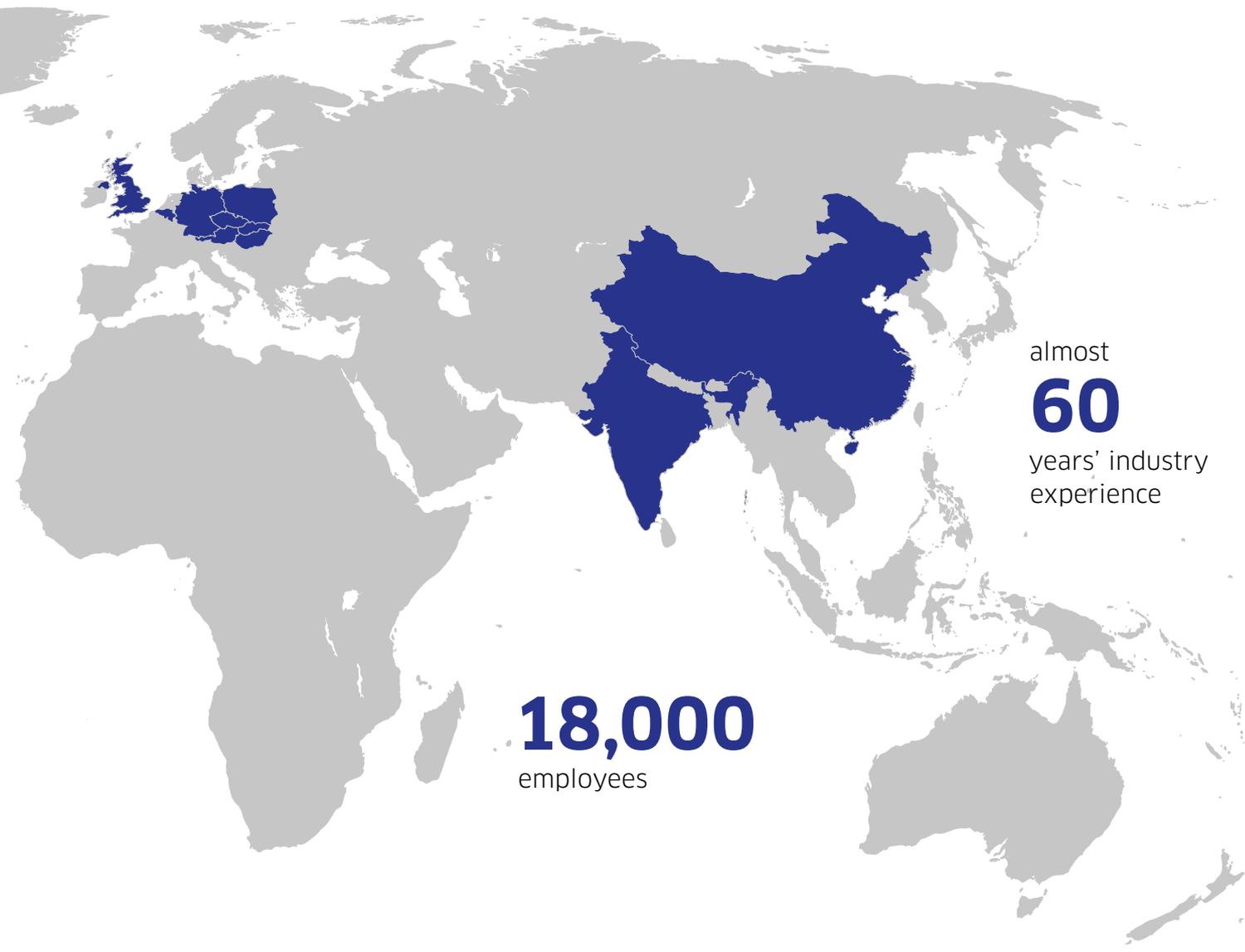
Leadec is the leading global service specialist for factories across their entire life cycle and related infrastructure. Our company, which is headquartered in Stuttgart, Germany, employs about 18,000 people worldwide. Since 2016 Leadec has been owned by Triton.

We operate at more than 300 locations on four continents. Leadec's services comprise: Engineer (Production Planning & Optimization, Automation and Production IT), Install (Electrical & Mechanical Installation and Relocation), Maintain (Production Equipment Maintenance and Technical Cleaning), Support (Facility Management and Logistics) as well as other local services.



## Milestones in our history:

1962	1985	2000	2005	2006	2009	2013
Founding of the company (Kessel-reinigungs-gesellschaft Reichenberger & Co.) in Munich, Germany	Company renamed Deutsche Industriewartung 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 Industrie-technik, Kirchseeon, Germany	Expansion into Asia through the establishment of a company in China	Takeover of Thyssen-Krupp Services in the UK



almost  
**60**  
years' industry  
experience

**18,000**  
employees

## Focus on manufacturing industries



Since 1962 Leadec has provided industrial services to major car manufacturers and tier one suppliers within the automotive industry. By following the expansion of our key customers over the years, Leadec has been developing its footprint continuously. Today we expanded our service and customer portfolio by providing services to a wider variety of industries such as consumer goods, white goods, aerospace.

As a result, our customers can continue to focus on their core business, while we make sure that their processes run smoothly.

# 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

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.

### Commitment

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.

### 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.

## Member of associations

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

- aBB – automotive BerlinBrandenburg e.V.
- ABRAMAN – Associação Brasileira de Manutenção e Gestão de Ativos (Brazilian Association of Maintenance and Asset Management)
- AHK – Câmara de Comércio e Indústria Brasil-Alemanha (Brazil-Germany Chamber of Commerce and Industry)
- ICNAP – International Center for Networked, Adaptive Production
- IGCC – Indo-German Chamber Of Commerce
- CII – Confederation of Indian Industry
- MCCIA – Mahratta Chamber of Commerce, Industries and Agriculture
- OMP – Open Manufacturing Platform
- VDA – Verein deutscher Automobilhersteller

# Our stakeholders

A stakeholder-driven approach to sustainability is an effective means to ensure 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 our suppliers.



- Daily to weekly engagement
- Monthly engagement
- Annual or less frequent engagement

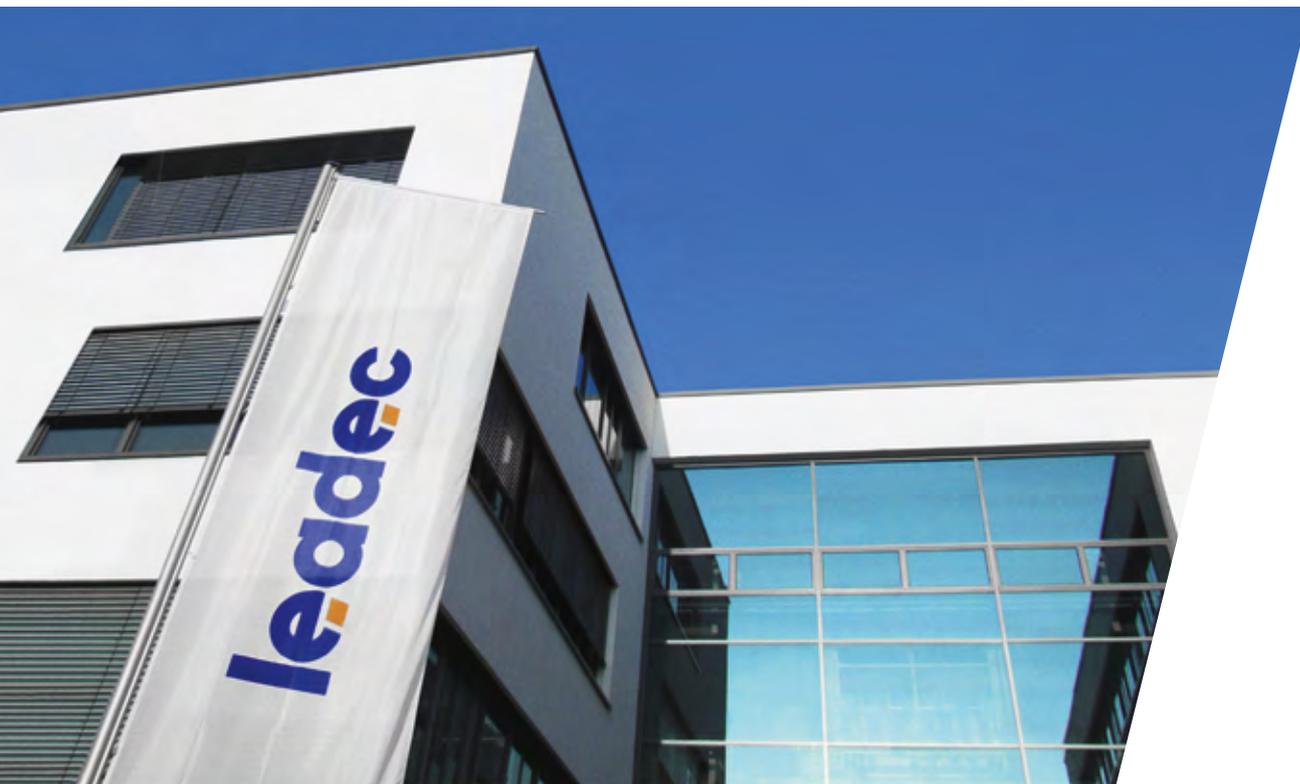
# Governance structure

The Leadec Group consists of the Group's parent company Leadec Holding S.à r.l., Luxembourg, and its German-based wholly owned subsidiary Leadec Holding BV & Co. KG, along with the latter's subsidiaries.

The Board of Management of Leadec Holding BV & Co. KG consists of CEO Markus Glaser-Gallion, CFO Christian Geißler, COO Markus Hucko and is responsible for the strategic and operative management of the Leadec Group.

Leadec Holding BV & Co. KG conducts the operating activities of the Leadec Group through several subsidiaries. As the management holding company of the Leadec Group, Leadec Holding BV & Co. KG additionally provides centralized head office support functions, for example Group HR, Global Communications, Group Accounting & Controlling and Global Business Development.

The business strategy "Becoming Leading Edge" follows ambitious growth targets to position Leadec as a global service specialist for factories across their entire life cycle and related infrastructure.



# 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 at Dec. 31	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
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 (CA) Corp.	Canada	100%	Full consolidation
Leadec Personal BV & Co. KG	Germany	100%	Full consolidation
Leadec Automation & Engineering GmbH	Germany	100%	Full consolidation
AVI Gesellschaft für Automatisierung in Verwaltung und Industrie mbH	Germany	100%	Full consolidation
Leadec Automation & Engineering, Corp.	USA	100%	Full consolidation
Leadec Automation & Engineering Holding, Corp.	USA	100%	Full consolidation
Diversified Automation Inc.	USA	100%	Full consolidation
Markasit Grundstücksverwaltungsgesellschaft mbH & Co. Vermietungs KG	Germany	Share of voting rights 23.5%, share of capital 94%	Associate

# Our approach to sustainability

Sustainability concerns each of us. We understand the increasing importance of sustainability at the global and national levels and the increasing importance to our stakeholders, i.e., customers, investors and employees. Leadec is dedicated to taking leading action in sustainable development. We at Leadec want to use the opportunities of sustainability to increase our company's and our stakeholder's success, counter risks, take a precautionary approach to sustainability, seek to mitigate our negative impacts and make a positive contribution to the local communities where we operate. We strive to support our customers in becoming more sustainable through offering environmentally friendly services that add value.



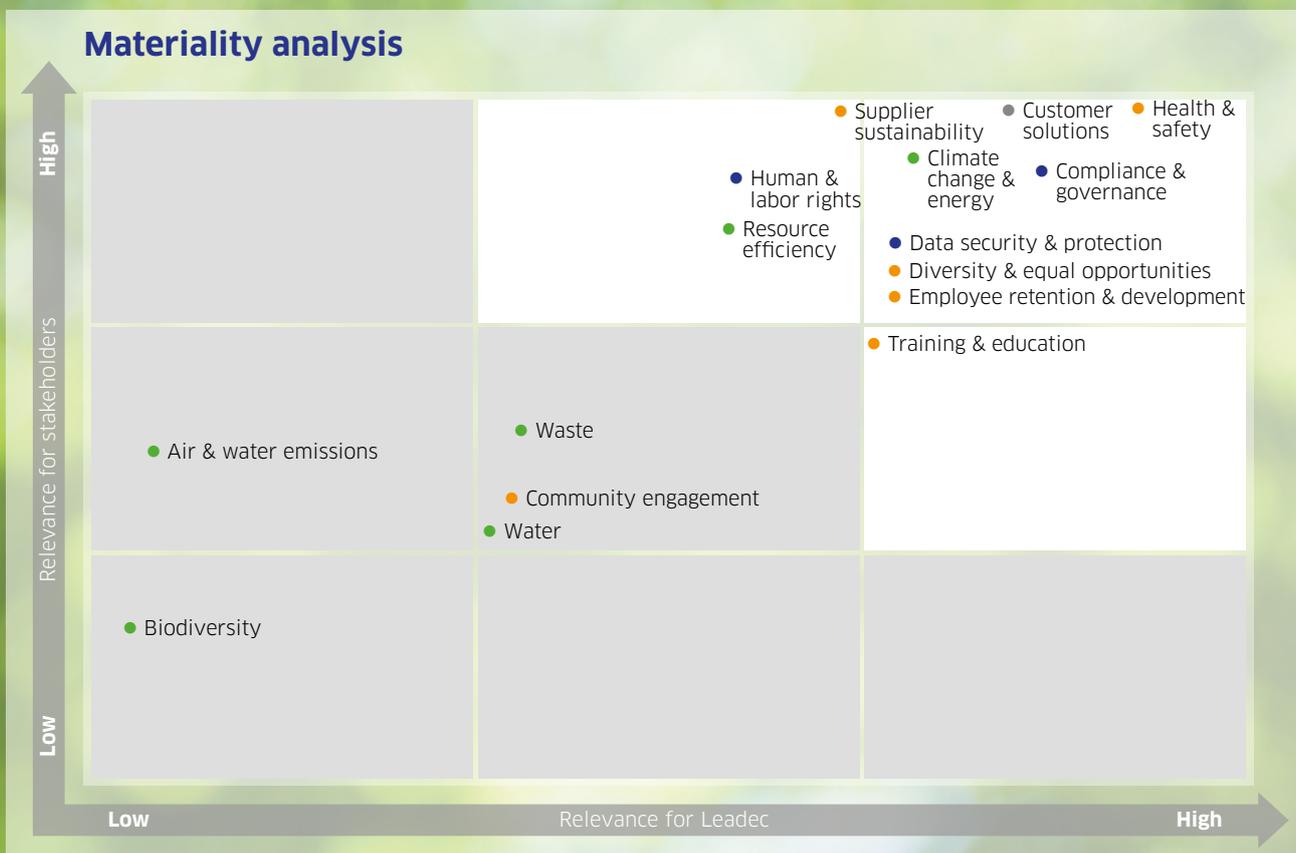
## Sustainability governance structure

Sustainability is ensured by integrating it into all divisions and aspects of our business function, supported by a global network comprising Senior Managers, a Sustainability Team as well as Global and Divisional Health & Safety Managers. The Board of Management of Leadec holds ultimate responsibility for sustainability.

# Leadec's sustainability priorities

Within the framework of our strategic commitments, we have identified our priority sustainability issues. Every two years, through engagement with key stakeholders, risk identification and analysis of sustainability trends, we assess the materiality of an issue. An issue is material to Leadec if it is both relevant for the stakeholders and Leadec's business. A topic is considered relevant if Leadec's impact is high and the topic is important. Newly identified issues will be prioritized and analyzed where relevant. Based upon our sustainability priorities we have defined our 2025 sustainability goals.

Strategic commitments	Taking care of our employees and society	Managing our environmental impact	Maintaining integrity	Adding long-term customer value
Sustainability priorities	<ul style="list-style-type: none"> <li>Health &amp; safety</li> <li>Diversity &amp; equal opportunities</li> <li>Supplier sustainability</li> <li>Training &amp; education</li> <li>Employee retention &amp; development</li> </ul>	<ul style="list-style-type: none"> <li>Climate change &amp; energy</li> <li>Resource efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Compliance &amp; governance</li> <li>Data security &amp; protection</li> <li>Human &amp; labor rights</li> </ul>	<ul style="list-style-type: none"> <li>Customer solutions</li> </ul>



# Sustainability goals

Based upon our identified sustainability priorities we have defined our 2025 sustainability goals on our baseline in 2019 and aligned these with the United Nation Sustainable Development Goals (UN SDGs). We commit to the SDGs and our 2025 sustainability goals will drive forward these commitments, ensuring we seek to continually improve and contribute to sustainable development.

## Taking care of 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 accidents cases per million hours worked

**<1.0** 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 commit to principles within the Leotec supplier sustainability policy including environment, health & safety, human rights and working conditions

# Managing our environmental impact



## Carbon efficiency

We want to reduce our energy consumption and carbon footprint

### Reduce our carbon footprint

**-15% CO<sub>2</sub>** 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

# 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

# Adding long-term customer value



## 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**

# Taking care of our employees and society

## Health and safety

Safety is a top priority at Leotec. Our global “Safety - It’s Your Life” initiative integrates safety into our company culture, operating processes and management systems. Our team of health & safety managers in combination with our site and operations teams proactively control risks by recognizing the circumstances that place people at risk and by taking corrective actions. We focus on prevention to avoid serious injuries and fatalities, providing employee training, conducting safety walks, audits and regularly inspecting equipment to ensure safety standards.

We commit to achieving a long-term target of below 1.5 accidents per million hours worked. To encourage leadership on health & safety we link executive, senior manager and site manager remuneration to performance against this safety target.



## Focusing on key health & safety hazards

High-pressure water jetting

Confined spaces

Working at height

Hazardous energy

Mobile equipment use

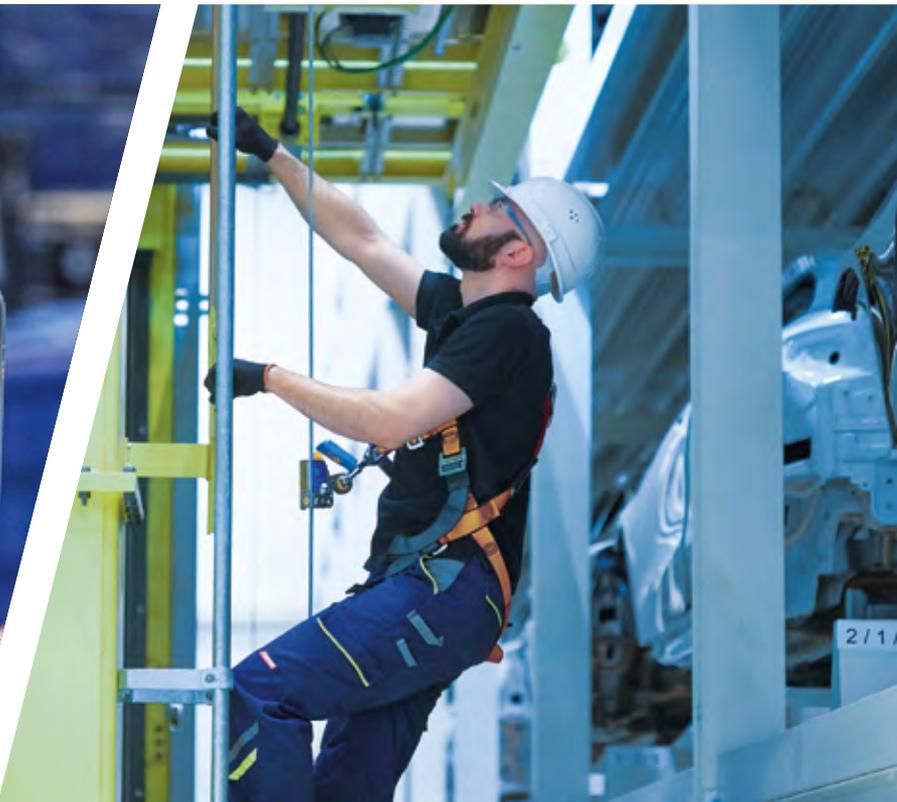
## Focusing on key hazards, high-pressure water jetting

Our technical cleaning services involve the use of high-pressure water jetting, exposing employees to hazards such as water jets piercing the skin, noise exposure and flying debris.

Our UK operations are a certified member of the Water Jetting Association (WJA). As a result, Leadec has reinforced all personal protective equipment (PPE) requirements in our water jetting operations and all operations supervisors have received WJA safety awareness training.

### How we will achieve our goals

- Strengthen employee health & safety awareness and training
- Introduce a global health & safety software solution
- Define safety standards for business-critical operations
- Strengthen risk awareness and focus on prevention of key hazards
- Share global experience and information exchange



# Employee development and diversity

Leadec is investing in its employees and foster continuous learning. We will ensure that we have the skills needed to keep up to pace with the technological change, customer and quality requirements in the industries we service. Demographic change necessitates that we monitor and adapt our workplace conditions to better accommodate an ageing workforce. In addition, we will increase our attractiveness as an employer and seek long-term retention of qualified employees.

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.



## Best employer award

From 2018–2020, Leadec received the “China Best Employer Award,” ranking us as one of the top 30 companies to work for. A leading career platform in China awarded Leadec the winner in the Industrial Services category based upon a survey of 6,000 employees in 180 companies across Asia.

### How we will achieve our goals

- Enhance the Leadec training campus to offer increased workplace-specific trainings
- Continue strengthening our employee branding
- Employee engagement
- Employee and leadership training, e.g., training on digitization related to Leadec’s services

# Supplier sustainability

Our supply chain includes over 13,000 suppliers, our key supplier categories by spend include: sub-contractors, employment agencies, cleaning supplies, electronics and non-electronics parts and fleet. Our supplier sustainability policy and code of conduct set out our minimum requirements for environmental management, health & safety and human rights. We will promote sustainability in our supply chains and ensure sustainability is incorporated into our procurement.

### Engaging our supply chain:

In 2020, we engaged our top 100 suppliers, 71% of which have committed to Leadec’s code of conduct and supplier sustainability policies

# Managing our environmental impact

We want to keep our environmental impact to a minimum. This not only helps to protect the environment, mitigate climate change, use resources efficiently and contribute to the circular economy, but also makes us more competitive, efficient and better at value creation and managing risks.

## Fleet and fuel management

Fuel consumption is one of the biggest contributors to Leadec's carbon footprint. We seek to reduce the carbon emissions of our fleet by choosing fuel-efficient, electric and plug-in hybrid vehicles where possible. In addition, we consider fuel efficiency when matching commercial vehicles to services and are planning to complement this with fuel efficient driver training and optimizing logistical route planning.







## Resource efficiency

Leadec has implemented projects that help use resources more efficiently as for example cleaning products represent a significant portion of Leadec's resource usage. Through improvements in employee training, cleaning techniques and correct dosing we have been able to reduce consumption of cleaning products. Leadec's metal fabrication services utilize steel and aluminum as resources. At the design stage we ensure materials are used efficiently by reusing off-cuts and any remaining metals recycled to reduce our carbon impact. The digitization of our business processes will also enable us to reduce our resource usage. Leadec will now assess all waste streams generated and review all options for reducing, reusing or recycling waste.

### Renewable energy:

In 2020, 41% of our electricity came from renewable sources

### Carbon reductions:

In 2020, Leadec Hungary switched all of its fleet to electric

### How we will achieve our goals

- Reduce carbon emissions by increasing number of low emission vehicles in fleet
- Increase share of renewable energy purchased
- Increase the proportion of biodegradable cleaning fluids utilized and train staff on resource-efficient methods

# Maintaining integrity

## Ensuring compliance with standards

We commit to working with our customers and colleagues honestly, respectfully and ethically. Leadec does not tolerate bribery and corruption in any form and in 2020, there were no recorded instances of bribery and corruption at Leadec. Leadec is compliant with all data protection principles as set out 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

We support compliance with human rights and commit to the prevention of human rights violations in all aspects of our business operations and supply chain worldwide. Our group code of conduct expresses our respect for human rights and labor laws worldwide. In addition, Leadec respects and follows the legal reporting requirements of the UK Modern Slavery Act.

### How we will achieve our goals

- Utilize e-learning to train employees on relevant human rights topics, e.g., modern slavery



# Adding long-term customer value

Leadec provides various number of services to help our customers enhance their efficiency and sustainability, whether this be through our energy management services, managing zero waste to landfill projects, installation of energy efficient lighting, wastewater treatment services or caring for green spaces.

## Sustainability-focused services

Waste management

Landscaping maintenance

Energy management

Water and wastewater treatment

Noise monitoring



# Reporting on what matters

## Environmental

41.8 million kWh

Total energy use

20.6 million kWh

Energy use from fuel

7.3 million kWh

Natural gas consumption

7,579,467

kg CO<sub>2</sub>-eq  
GHG emissions scope 1



All data represents 2020.

4.906.667

kg CO<sub>2</sub>-eq  
GHG emissions scope 2



1,981 tonnes

Total waste

436 tonnes

Hazardous waste

1,545 tonnes

Non-hazardous waste

45%

Total waste recycled

55% of sites

ISO 14001 certification

## Social

### Health & Safety



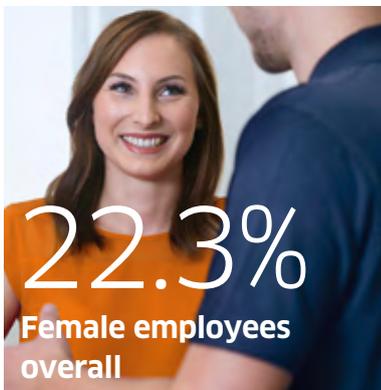
### Employee Data

17,978

Headcount

16,114

Full-time equivalents



\*Globally relevant employees trained  
We are working on extending the scope of our reporting. Therefore this data is subject to change.  
Data represents 2020.

20.3%

Women in corporate leadership positions

### Supplier Sustainability

71%

Top suppliers committed to sustainability

## Governance

93.1%

Anti-bribery training\*



84.3%

Cyber security training\*



## About this report

The Sustainability Report was prepared and published by the Global Sustainability & Resource Efficiency and Global Communications teams and approved for publication by the Board of Management. It provides a summary of our sustainability-related activities in the 2020 calendar year, covers all Leadec companies and is published annually. This current report references the Global Reporting Initiative (GRI) 102: General Disclosures Standard. This report has been prepared in accordance with the GRI Standards Core option.

The GRI content index is available in form of an appendix on our sustainability website, outlining the specific GRI Standard Disclosures addressed. The report has not been 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 time the photographs were taken.

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