

2025 sustainability targets

In 2018, the Leadec Group defined the following sustainability targets until 2025 with the base year 2019 (unless stated otherwise). The targets are aligned with the Sustainable Development Goals (SDGs):

Environmental		
SDGs: 13, 9	2025 sustainability target	2025
Carbon efficiency	We want to reduce our carbon footprint.	
	Increase the share of zero-emissions¹⁾ electricity >65% total electricity from zero-emissions sources	65.1%
	Reduce greenhouse gas emissions >-15% Scope 1 and 2 relative to total output ²⁾	-27.1%
	Reduce greenhouse gas emissions intensity >-2% per year (compared to 2022 reference year)	-13.6%
Resource efficiency	We want to reduce waste and use resources efficiently.	
	Reduce consumption of non-recyclable materials >-75% waste to landfill relative to total output ²⁾	-69.0%
	Reduce total waste >-15% relative to total output ²⁾	-31.0%
	Reduce hazardous waste >-15% relative to total output ²⁾	-77.0%
	Certify environmental management systems³⁾ >80% certified according to ISO 14001	80.3%
Customer focus	We want to strengthen customer relationships and provide services that meet our customers' needs.	
	Retain customers >90% customer retention rate	96.2%
	Support customers with decarbonization and circularity Increase share of total output ²⁾ from Green Factory Solutions	10.5%
Social		
SDGs: 3, 5, 10	2025 sustainability target	2025
Health and safety	We want to establish safe and healthy workplaces for our employees.	
	Protect employees' life and health 0 work-related fatalities	0
	Provide a safe work environment <1.5 lost time injury frequency rate (per million hours worked)	0.7 ⁴⁾
	We want to strengthen prevention.	
	Conduct global HSE audits >24 audits per year	11
	Conduct safety walks >15,000 safety walks per year	43,660
	Increase digitalization and real-time transparency >90% HSE-suite user adoption rate	99%
	Certify occupational health and safety management systems³⁾ >80% certified according to ISO 45001	76.9%

¹⁾ Since 2024, this target refers to "zero-emissions sources," which includes renewable and nuclear source. Previously, the target referred to renewable sources.

²⁾ Total output 2025: €1,351.5 million.

³⁾ ISO-certifications share is calculated based on the number of own operational sites where Leadec is financially and operationally in control.

⁴⁾ For continued business (without acquisitions).

	2025 sustainability target	2025
Employee development and diversity	We want to support professional development and equal growth opportunities.	
	Improve gender diversity >30% women in top management by 2030	24.3%
	Provide training and skill development opportunities Ensure the continued development of employees	95.6%
Supplier sustainability	We want to promote sustainability throughout our value chain.	
	Promote supplier commitment to sustainability principles Track "A suppliers" ¹⁾ committed to the Leadec Business Partner Code of Conduct	65.6%
Governance SDGs: 8	2025 sustainability target	2025
Compliance	We want to ensure compliance with the law and build trust with all stakeholders.	
	Train employees on compliance matters²⁾ >90% of targeted employees trained	95.6%
	Train employees on information security, data protection, and artificial intelligence >90% of targeted employees trained quarterly	72.8%
Human rights	We support the protection of internationally proclaimed human rights.	
	Strengthen human rights >90% of targeted employees trained on human rights topics, including modern slavery	95.6%
Leadership and culture	We ensure strategic oversight of sustainability matters.	
	Ensure oversight Standing agenda slot reserved for sustainability matters at all Board of Management meetings	Achieved
	Support accountability Bi-annual ESG deep-dive sessions with global Board of Management	Achieved
Corporate governance and ethics	We actively steer and govern sustainability matters.	
	Conduct regular committee meetings Steer relevant ESG topics via dedicated committees	Achieved
	Commit to internationally recognized sustainability principles Renew active membership in the UN Global Compact annually	Achieved
Transparency and credentials	We want to obtain and maintain sustainability transparency and credentials.	
	Maintain and improve sustainability transparency Publish sustainability report annually	Achieved
	Certify quality management systems³⁾ >80% certified according to ISO 9001	82.1%
	Evaluate sustainability performance through regular benchmarking >70/100 points in EcoVadis rating; achieve an A-rating in CDP	EcoVadis: 79/100 CDP: B rating

¹⁾ "A suppliers" account for 80% of the annual spend volume.

²⁾ The compliance training covers Leadec's Code of Conduct, anti-bribery, anti-corruption, anti-money-laundering, anti-trust, sanctions, whistleblowing, human rights, and anti-discrimination.

³⁾ ISO-certifications share is calculated based on the number of own operational sites where Leadec is financially and operationally in control.

2030 sustainability targets

After reassessing the 2025 sustainability targets and adapting them to current legal requirements as well as Leadec's higher ambitions, we developed the 2030 sustainability targets with 2025 as a base year (unless stated otherwise). The new targets read as follows:

Environmental		
SDGs: 7, 12, 13	2030 sustainability target	2025
Decarbonization	We want to decarbonize and reduce emissions.	
	Increase the share of renewable electricity >65% of total electricity from renewable sources	55.7%
	Increase the share of zero-emissions¹⁾ electricity >70% of total electricity from zero-emissions sources	65.1%
	Reduce greenhouse gas (GHG) emissions >~22% of absolute total market-based GHG emissions vs. 2024 base year	-10.8%
Recycling	We aim to increase our recycling rate and circularity.	
	Increase share of waste recycled >75% of total waste recycled	73.4%
Social		
SDGs: 3, 5, 8, 10	2030 sustainability target	2025
Health and safety	We want to establish safe and healthy workplaces for our employees.	
	Protect employees' life and health 0 work-related fatalities	0
	Provide a safe work environment <1.0 lost time injury frequency rate (per million hours worked)	0.7 ²⁾
	Reduce total recordable injuries requiring medical treatment <6.0 total recordable incidents rate (per million hours worked)	5.8 ²⁾
	Conduct safety walks 1.5 safety walks per employee ³⁾	1.9
	Maintain employee coverage by health and safety management system 100% of employees covered	100%
Employee development and diversity	We want to support professional development and equal growth opportunities.	
	Improve gender diversity >30% women in top management	24.3%
	Provide regular performance and development dialogues (PDD) >85% of assigned employees conducted the PDD	81.0%
	Provide training and skill development opportunities >20% increase in average training hours per employee vs. 2025 base year ⁴⁾	n.a.

¹⁾ "Zero-emissions electricity," includes renewable as well as nuclear sources.

²⁾ For continued business (without acquisitions).

³⁾ Safety walks per employee are calculated based on Leadec's average headcount.

⁴⁾ Base value 2025: 12.6 hours per employee (based on Leadec's average headcount).

	2030 sustainability target	2025
Supplier sustainability	We want to promote sustainability throughout our value chain.	
	Cover active suppliers by an abstract risk analysis 100% of active suppliers of the previous fiscal year covered	100%
	Cover high-risk "A suppliers"¹⁾ by a concrete risk analysis 100% of high-risk "A suppliers" covered	100%
	Promote supplier commitment to sustainability principles >75% of "A suppliers" ¹⁾ committed to the Leadec Business Partner Code of Conduct	65.6%
Governance SDGs: 8	2030 sustainability target	2025
Customer focus	We want to strengthen customer relationships and provide services that meet our customers' needs.	
	Retain customers >90% customer retention rate	96.2%
	Increase share of EU Taxonomy-eligible economic activities >10% relative to total output ²⁾	10.5%
	Increase share of EU Taxonomy-aligned economic activities >5% relative to total output ²⁾	1.6%
Compliance	We want to ensure compliance with the law and build trust with all stakeholders.	
	Respond to incidents reported via Integrity Line promptly <7 days time to react to reported incidents	<7
	Maintain zero confirmed corruption or bribery incidents 0 incidents	0
	Maintain zero convictions for anti-corruption/anti-bribery violations 0 convictions	0
	Train employees on compliance matters³⁾ >90% of targeted employees trained	95.6%
	Train roles most at risk on business conduct, anti-corruption, and anti-bribery >90% of targeted roles trained	95.6%
	Conduct quarterly risk assessments on corruption, bribery, and whistleblower protection ≥4 risk assessments per legal entity	4
Information security	We want to protect the information and data entrusted to us.	
	Train employees on information security, data protection, and artificial intelligence >80% of targeted employees trained quarterly	72.8%
	Maintain certification of global IT services provided to Leadec's legal entities 100% of global IT services provided are certified according to ISO 27001	100%
Certifications and credentials	We want to obtain ESG-related certifications and credentials.	
	Certify quality management systems⁴⁾ >80% certified according to ISO 9001	82.1%
	Certify environmental management systems⁴⁾ >80% certified according to ISO 14001	80.3%
	Certify occupational health and safety management systems⁴⁾ >80% certified according to ISO 45001	76.9%
	Evaluate sustainability performance through regular benchmarking "Gold" rating by EcoVadis	Gold

¹⁾ "A suppliers" account for 80% of the annual spend volume.

²⁾ Total output encompasses sales plus changes in inventories and other own work capitalized; total output 2025: €1,351.5 million.

³⁾ The compliance training covers Leadec's Code of Conduct, anti-bribery, anti-corruption, anti-money-laundering, anti-trust, sanctions, whistleblowing, human rights, and anti-discrimination.

⁴⁾ ISO certifications share is calculated based on the number of own operational sites where Leadec is financially and operationally in control.

In addition to the 2030 sustainability targets, Leadec submitted its emissions reduction targets to the Science Based Targets initiative (SBTi) for validation in Q2 2026; for more information, please see [Leadec Sustainability Report 2025](#), page 91.