



Engineering progress  
Enhancing lives

# REHAU Sustainability Report 2019



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## WE SUPPORT



In 2020, REHAU made a commitment to the UN initiative Global Compact for corporate responsibility and its principles in the areas of human rights, work, environment and combating corruption.



## About this report

To promote clarity and make this Sustainability Report as easy as possible to navigate, we have provided the report in PDF form with links.

Further online information, for example on the REHAU website, can be accessed via the links in the PDF. Our symbols will help you navigate.

- 🌐 Link to an external page  
e.g. [www.rehau.com/sustainability](http://www.rehau.com/sustainability)
- Reference to another page of the report

Page references in the tables on pages 25, 30, 49 and 56 are also linked.

You can find the relevant targets for each of our areas of activity under the corresponding management approach. In addition, topics that cover United Nations' SDGs relevant to REHAU are marked with corresponding icons in the report.

# Preface

(GRI 102-14)

## Dear readers,

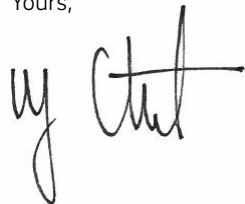
In 2019, the year on which this report looks back, the Fridays for Future movement and climate change were key issues. It is without doubt important for us to discuss the future of our planet as a top priority. We cannot change the world alone as a single company. However, we can contribute by using resources more carefully, providing people with equal opportunities and driving the development of innovations that will sustainably improve the lives of future generations – all of which we're doing consistently.

To emphasize this course of action, we redefined our sustainability strategy in 2019, based on the sustainability goals of the United Nations, and subsequently signed that organization's Global Compact – the principal global initiative for responsible company management.

I am particularly delighted that the decades of commitment our privately-held company has shown to sustainable solutions and resource conservation were recently given special recognition: as of August 2020, we are part of the "50 Sustainability & Climate Leaders" initiative. This is a great incentive to keep walking the REHAU path, together with our partners in all business fields, and with our 20,000 or so employees.

After all, the REHAU mission statement is "Engineering progress – Enhancing lives." This is exactly what our sustainability engagement is all about: we drive technical advancement in order to improve people's lives.

Yours,



**William Christensen**  
CEO of the REHAU Group



# Our company



## Company profile

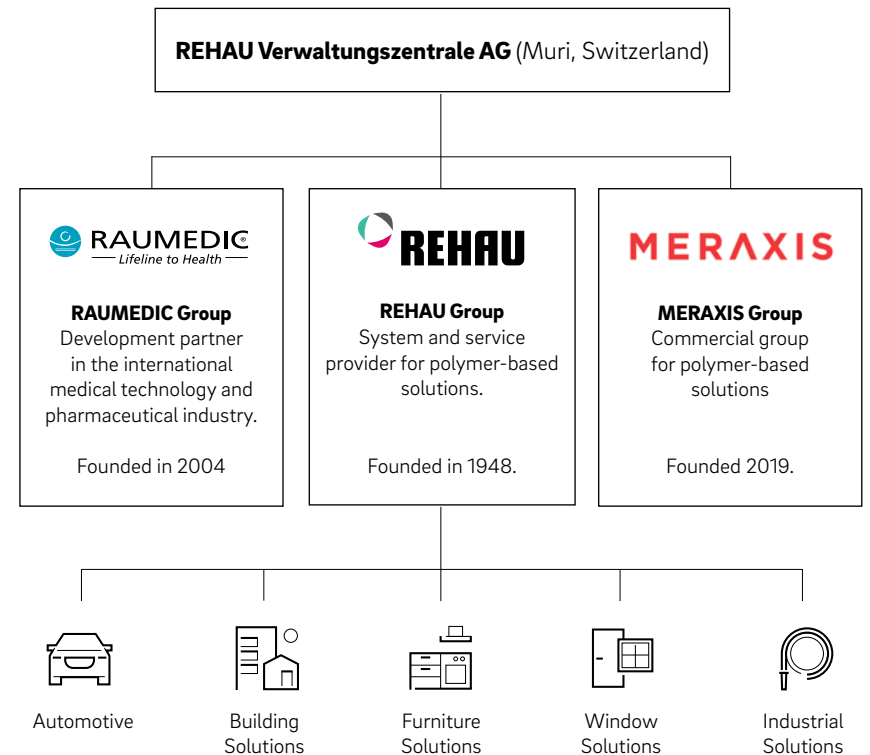
### GRI 102-1: Company name

This Sustainability Report evaluates the activities of the REHAU Group and, where specifically mentioned, REHAU AG + Co.

### GRI 102-2: Activities, brands, products and services

REHAU AG + Co is headquartered in Rehau and is part of the international REHAU Group based in Muri bei Bern. REHAU is a leading system and service provider for polymer-based solutions. REHAU is a premium brand synonymous with high performance, quality, innovation strength and design expertise for its customers, suppliers and employees. Our corporate culture is based on the values of trust, reliability and innovation.

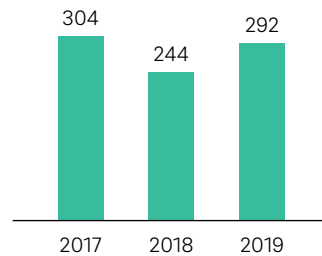
## 01 \_ REHAU as part of a strong, privately-held company



### Patents

As an innovative leader in the field of technology, we continue to develop our products across divisions and work on new solutions internationally. This is reflected in the large number of patent and utility model applications we submit each year. In total, the number of patents and utility models granted across all divisions and specialist departments during the reporting year was 292 worldwide (2018: 244).

### 02 \_ Number of patents submitted per year




### GRI 102-3: Company headquarters

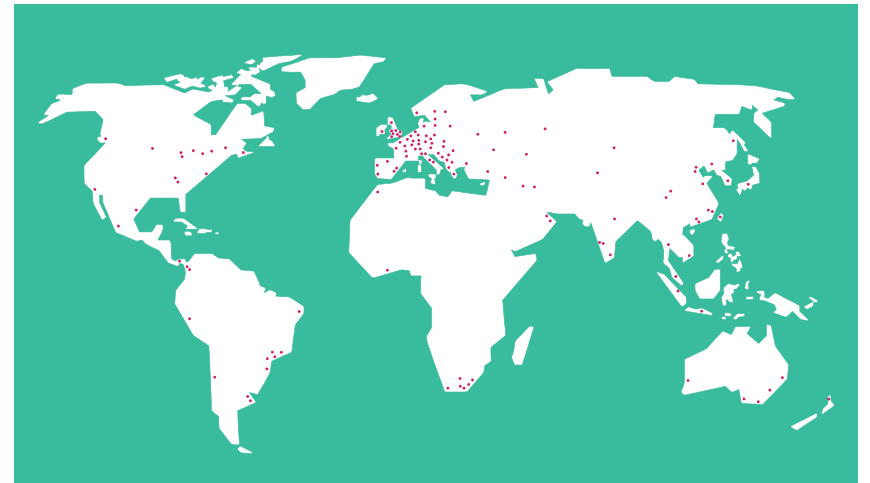
The headquarters of REHAU Verwaltungszentrale AG, the REHAU Group holding company, is located in Muri bei Bern, Switzerland. The German parent company REHAU AG + Co is headquartered in Rehau, Germany.


### GRI 102-4: Location of operations

The REHAU Group has around 170 locations in more than 50 countries. Its international activities are focused in Europe. REHAU AG + Co in Germany is the biggest company. It employs around 8,000 members of staff in 16 sales offices, 11 factories, three logistics centres and two administration offices.

 [Find out more about our locations in Germany](#)

### 03 \_ REHAU locations worldwide



 [Find out more about our worldwide locations](#)

**GRI 102-5: Ownership and legal form**

The REHAU Group is privately owned and the holding company takes the legal form of an "Aktiengesellschaft" (public limited company). The German parent company takes the form of an AG + Co. KG. The company's main administrative headquarters are located in Rehau, along with the three divisions Automotive, Furniture Solutions and Industrial Solutions. The administrative headquarters of the Window Solutions and Building Solutions divisions are located in Erlangen.

**GRI 102-6: Markets served**

The REHAU Group is a leading processor of polymer materials, with locations on every continent. The company has a broad customer base, from small-scale installation companies to international corporations, from joiners to transnational OEMs. With more than 120 sales offices worldwide, REHAU is close to its customers and to the markets it supplies.

**GRI 102-7: Scale of the organization**

REHAU AG + Co's revenue for the 2019 financial year amounted to EUR 1.97 billion (2018: EUR 2.1 billion). The Group as a whole, with around 20,000 employees, achieved a turnover of EUR 3.3 billion (2018: EUR 3.5 billion).

**04 \_ Share of turnover by division**

Division	2017	2018	2019
Automotive	49%	51%	50%
Building Solutions	18%	18%	20%
Furniture Solutions	13%	12%	12%
Window Solutions	11%	10%	9%
Industrial Solutions	9%	9%	9%

→ GRI 102-2: Activities, brands, products and services, p. 4 f.

→ GRI 102-4: Locations, p. 5

**GRI 102-8: Information on employees and other workers**

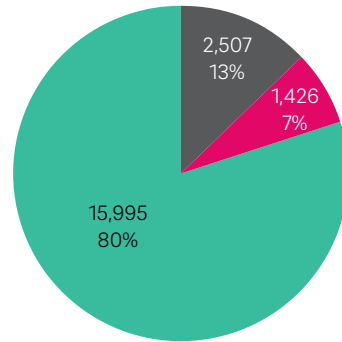
At the end of 2019, REHAU AG + Co employed 9,524 members of staff (2018: 9,769). In 2019, REHAU employed a total of 19,928 members of staff (2018: 20,729).

→ For further figures, see the Social impact chapter, p. 40 ff.

The majority of REHAU Group employees have permanent contracts. At the end of the reporting period, around 972 Group employees were working part-time (2018: 959). The proportion of external employees is not significant, as REHAU only employs temporary workers in exceptional cases.

**05 \_ Employees\* by region and employment status**

**Total employees in 2019**  
by region



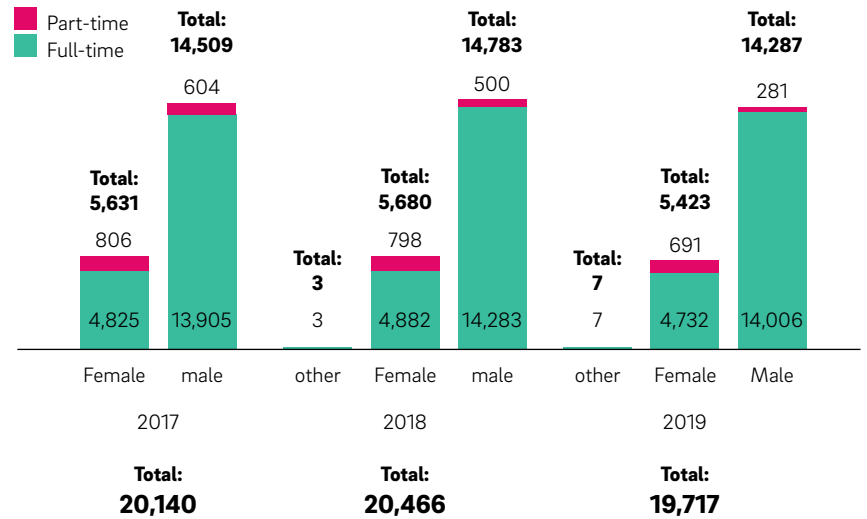
Top 10 countries	Employees
1. DE	9,524
2. CZ	1,182
3. FR	918
4. US	852
5. HU	719
6. MX	715
7. RU	619
8. CN	604
9. PL	582
10. ZA	549

■ AM = Americas ■ AP = Asia Pacific EM ■ EA = Europe, Middle East, Africa

Region	AM	AP	EMEA	Total
Employees	2,507	1,426	15,995	19,928
Full-time*	2,505	1,424	14,816	18,745
Part-time*	2	2	968	972

\* Number of active employees excluding contractors, temporary staff, interns and mergers and acquisitions

**06 \_ Number of employees\* by working hours and gender**



\*Excluding mergers and acquisitions, as we do not have detailed information about gender and working hours (Employees 2017: 240; employees 2018: 263; employees 2019: 211)

In 2019, REHAU employed 5,423 women (2018: 5,680), of which 691 worked part-time (2018: 798).



## 07 \_ Women in management roles



The proportion of women in management roles increased from 12.1% in 2018 to 12.3%.

### Trainee intake

In 2019, trainee intake at locations in Germany was 5.8% (2018: 6.5%).

→ GRI 404-1: Average hours of training per year per employee, p. 46

### GRI 102-9: Supply chain

To ensure consistently sustainable business practices, REHAU takes care to work with suppliers who can demonstrate that they act sustainably and take responsibility for the environmental and social impact of their business. We work with around 30,000 suppliers, the majority of which are based in member states of the Organization for Economic Co-operation and Development (OECD).

Global collaboration with suppliers can entail certain risks. For this reason, the REHAU Group has introduced its own Supplier Code of Conduct, which our suppliers must accept as part of our terms of delivery. We developed this further in 2018 with the aim of improving the environmental and social standards upheld by our suppliers and referring more specifically to the relevant global standards in this area, such as the requirements of the UN Global Compact and the ILO, for example.

→ Supply chain, p. 21 ff.

🌐 Supplier Code of Conduct

🌐 Supplier management at REHAU

### GRI 102-10: Significant changes to the organization and its supply chain

The following personnel changes to top management took place in 2019: Uwe Böhlke was appointed to the Group Executive Board (GEB) as COO. Harald Vogelsang succeeded Kurt Plattner as CFO of the REHAU Group and member of the GEB. There was also a change to the Automotive division top management. Dr. Markus Distelhoff replaced Markus Grundmann as Chief Executive Officer of the Automotive Executive Board (CEO AEB) and member of the GEB of the REHAU Group.

During the 2019 financial year, the REHAU Group did not sell off any business areas or product businesses.



**GRI 102-11: Precautionary principle or approach**

Risk management is integrated into business processes via defined information and escalation systems. It forms part of both strategic and operational management. According to the Group structure, risk assessments are carried out at a divisional and service-area level and, if necessary, at individual company level, and reported to the Executive Board. Risk assessments are based on the probability of occurrence and the extent of the potential damages.

We have defined a process by which to recognize and manage environmental and social risks in advance. They are incorporated into the company's overall risk strategy and management via sustainability and environmental management.

As part of this reputational risk management, we monitor products, production processes, locations and customer groups for which sustainability is a particular factor. The focus is on topics that are ethically, socially or environmentally sensitive – for example, projects that may lead to increased air, water or soil pollution or be associated with the overuse of natural resources. We are also committed to upholding human rights throughout our supply chain.

→ Supply chain, p. 21 ff.

**GRI 102-12: External initiatives**

REHAU is a member of several renowned associations, underlining its role as an economically, environmentally and socially responsible industrial company.

These include:

- Carbon Disclosure Project, international leader in carbon and water sustainability ratings (since 2014)
- Charta der Vielfalt, international initiative promoting diversity within companies (since 2018)
- EcoVadis, international leader in business sustainability ratings (since 2012)
- Responsible Minerals Initiative, initiative for the responsible procurement of minerals in conflict-affected regions (since 2014)

We also play an active role in the following organizations:

- German Sustainable Building Council (DGNB; since 2013)
- La feuille de route économie circulaire (circular economy association; since 2018)
- kununu, open company (since 2015)
- NETZWERK Unternehmen integrieren Flüchtlinge (network of companies integrating refugees; since 2017)
- Rewindo – German plastic profile manufacturers' recycling initiative (since 2011)
- VinylPlus – sustainable development commitment by the European PVC industry (since 2011)

We are also members of various working groups actively involved in developing sustainability standards:

- The European Plastic Pipes and Fittings Association (since 2016)
- VDA working group on sustainability in the supply chain (since 2018)

**GRI 102-13: Membership of associations**

In accordance with our principles of conduct, we strive to act responsibly and with integrity – including with regard to political and non-governmental organizations. We support the transition to renewable energy and heat in accordance with the Paris Agreement on climate change, in particular the expansion of solar power and wind energy and the environmentally friendly use of co-generation power plants within local heat networks.

As a globally active company with a high energy demand, we require internationally competitive energy prices and a secure energy supply, which is why we are dedicated to promoting free, fair trade.

The REHAU Group is a member of a selected number of both national and international industry associations and interest groups.

These include the following organizations:

- European Plastics Converters (since 2018)
- Verband Fenster + Fassade e.V. DIN (window and facade association; since 2006)
- Gesamtverband Kunststoffverarbeitende Industrie (general association of the plastics processing industry; since 2001)
- German Association of the Automotive Industry (VDA; since 2004)
- Zentralverband Sanitär Heizung Klima (sanitary, heating and climate association; since 1999)

## Strategy

**GRI 102-14: Statement from senior decision-maker**





→ Preface, p. 3

**GRI 102-15: Impacts, risks and opportunities**

In order to flesh out the guiding theme of sustainability, we worked through a comprehensive strategy process in 2019:

1. During the **analysis phase**, the opportunities and risks for the individual divisions were discussed and formulated in the core team. In addition, the approaches of the various internal and external stakeholders were classified in a force field analysis. External influences, such as Fridays for Future or the discussion on ocean littering, were also assessed via a stakeholder analysis.
2. **This analysis identified six key areas of activity** for the REHAU Group, which we aligned with the 17 SDGs. Criteria for the selection process were defined through discourse with representatives of the Group Executive Board (GEB), employees of the company and external stakeholders. We have taken into account the special requirements of the various stakeholder groups. The topic of CO<sub>2</sub> is particularly relevant for our customers in the Automotive division, while the issue of waste and resource conservation mainly affects our customers in the Furniture Solutions division. As a societal issue, climate protection affects all stakeholder groups.
3. In an iterative process with top management of the divisions, these were evaluated using SWOT analyses of the social, environmental and economic effects, and condensed into **a total of four areas of activity and the respective corresponding SDGs** (see graphic). Top KPIs were developed, objectives were established and strategies on how to achieve these objectives were formulated in cooperation with the respective specialist departments of the areas of activity.

**08 \_ Strategic sustainability pillars**

	<b>Family Business</b>	<b>Climate Action</b>	<b>Circular Economy</b>	<b>Diversity</b>
UN SDG				
Area of activity	Sustainable growth	Accelerating climate protection	Driving forward the circular economy	Promoting diversity
Top KPI	Turnover growth of REHAU Group in %	CO <sub>2</sub> reduction Electricity worldwide in %	Increase Recycling rate in %	More women in management roles E0-E3 in %
Status quo 2018	1	-	11	12
Targets 2025	1-3	> 30	> 15	> 15
Targets 2030	1-3	tbd	tbd	> 20

The results were summarized in a position paper:

**Sustainable growth.** This area of activity has been anchored in the DNA of REHAU as a privately-held company for decades. To ensure future viability, we integrate sustainability into all processes. This also means that we formulate a "basic circular economy strategy" in all divisions and gradually implement it. Based on this, we want to grow sustainably in a value-oriented manner with products, services and new business models in different industries. Our goal is an average Group growth of 1% to 3% per year.

**Accelerating climate protection.** Our approach to climate protection is: the goals of the Paris Agreement (COP 21) are also our goals. By 2023, we want to calculate a first scientifically substantiated < two-degree target (science-based target) for the REHAU Group so we can objectively document our progress and the goals of the Paris Agreement and our partners.

In the future, we will rely on an innovative and networked energy supply (sector linking). More specifically, as our first step, we want to reduce CO<sub>2</sub> emissions in our factories in Europe by at least 30% by 2025 (base year 2018). To further underscore our commitment, we will support an international educational project to promote young climate ambassadors every year.

**Driving forward the circular economy.** The concept of a circular economy is associated with procurement and cost risks, but primarily with great opportunities. We will therefore continue developing our tried-and-tested approach of conserving resources through internal recycling even more intensely through external partnerships and collaborations.

In the medium term, we want to integrate the requirements for recyclable products in all important design, development, production and market processes. In light of this, we will also develop new business models for end customers. Our goal is to implement flagship projects for a circular economy in all divisions over the next five years. By 2025, the proportion of recycled material in our products should be well over 15%.

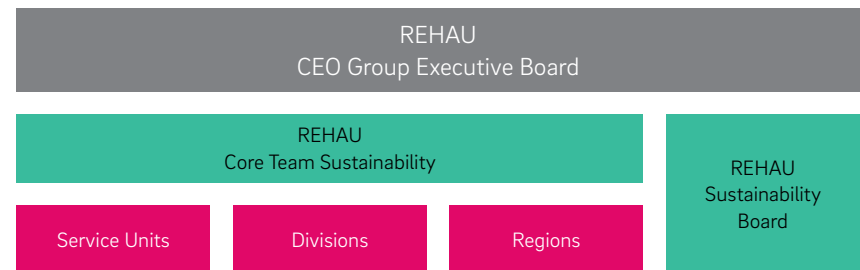
In order to define even more ambitious and long-term goals in the future, our plans include proactively approaching major customers to promote current specifications as a closed loop.

**Promoting diversity.** We value and encourage diverse perspectives through mixed teams from different ethnic backgrounds, age groups and genders. In 2018, we publicly set an example to promote diversity by signing the Diversity Charter. The promotion of gender diversity is particularly important to us, as we believe it presents development potential and opportunities for the company. Diversity should become the standard in project teams and in training and educational programs. We particularly want to increase the proportion of women in management. By 2030, at least one in five management roles should be held by a woman.

Based on this position paper, a general draft of the sustainability strategy was developed at the end of 2019 and approved by the GEB. In particular, the transition from a linear to a circular economy requires a multi-stakeholder approach with a strong willingness to cooperate on the part of all those involved. We, as well as many of our customers and suppliers, are still taking our first steps in this regard. The sustainability strategy will simultaneously be embedded in the REHAU divisions and launched operationally through the first flagship projects.

As a key first step, we developed a new structure for sustainability management in 2019 in order to integrate it more firmly in the organization.

## 09 \_ REHAU sustainability organization



The REHAU Sustainability Board consists of a core team and representatives from the specialist departments and divisions. The core team is responsible for the further development of the sustainability strategy and manages the Group's progress in this regard. The Core Team Sustainability meets every month. The Head of Sustainability is the Chair. The Chair reports to the GEB on all key sustainability management topics and reports at least once a year.

Depending on the topic and requirement level, the Sustainability Board is expanded every quarter to include representatives from the specialist departments. The committee is the interface, coordinator and initiator for subject-specific and interdisciplinary sustainability topics, projects and processes.

The entire board meets twice a year to present the Sustainability Report and the GEB reporting, and to provide information and guidance on the progress of sustainability goals. The Head of Sustainability of the REHAU Group is also responsible for managing and coordinating the Sustainability Board.

In the long term, the board will ideally develop into a working body with full-time and part-time sustainability officers and coordinators.

## Company values

### GRI 102-16: Values, principles, standards and norms of behaviour

We believe that sustainable company management must be based on values and principles of conduct that are manifested by all employees. We have defined these values and principles and made them available to all employees via the intranet under the heading "YOUR REHAU." As a responsible and sustainable privately-held company, we place our employees and our values at the heart of our corporate culture. REHAU drives people. People drive REHAU.

Our corporate culture is based on the values of trust, reliability and innovation. These values guide our management principles and how we relate to our stakeholders. We want to be a reliable partner, and our actions are driven by these values. We aim to comply with laws, guidelines and market standards, as well as voluntary commitments and our internal principles.

The binding global Code of Conduct, for example, provides employees with guidelines for correct, ethical behaviour in their day-to-day work. These clarify what REHAU expects of its employees, i.e. not just that they conform to the law, rules and internal regulations, but that their behaviour reflects our value system.

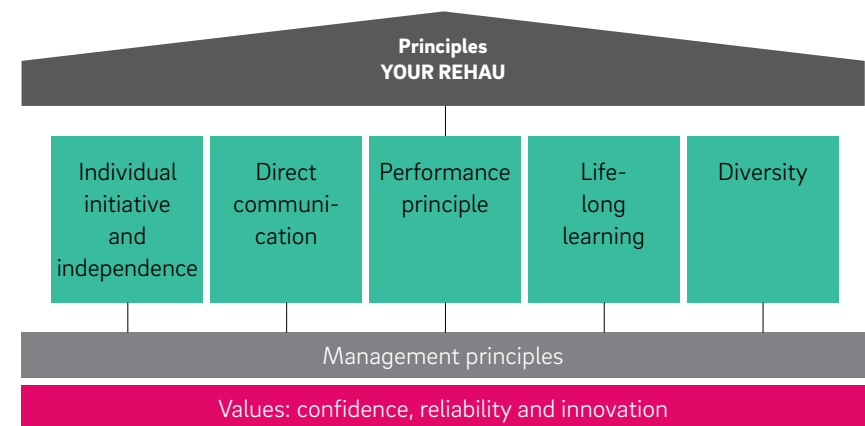
Our corporate responsibility guidelines, as laid down in the REHAU Employee Code of Conduct, also form an important basis for responsible conduct.

These include:

- The areas of responsibility towards our fellow people and society, legal conformity and compliance, integrity and independence in our business transactions, our relationship with business partners and decision-makers, donations and sponsorships, conflicts of interests, etc.
- Our commitment to an open dialogue with our stakeholders.
- Our commitment to the UN Global Compact.
- The sustainability strategy developed during the reporting year and the four guiding principles
  - Sustainable growth
  - Accelerating climate protection

- Driving forward the circular economy
  - Promoting diversity
- derived from the Sustainable Development Goals (SDGs) of the United Nations.
- Guidelines and principles of our environmental and energy management strategy.
  - Our purchasing guidelines and Supplier Code of Conduct, which provide a standard for sustainable procurement.
- Ethics and compliance, p. 15 ff.
- 🌐 Employee Code of Conduct
  - 🌐 Supplier Code of Conduct

### 10 \_ YOUR REHAU – values and principles



## Company management

### GRI 102-18: Governance structure

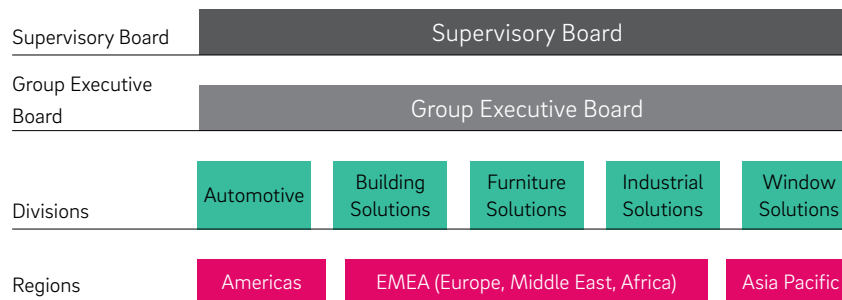
The Group Executive Board (GEB) is the uppermost management body within the REHAU Group. It comprises the CEO, CFO, the Head of the CEO Office, the COO, the Head of Technology and the CEOs of the five divisions. The GEB has an obligation towards REHAU's investors, customers, employees and other company stakeholders, with the goal of pursuing sustainable value creation (stakeholder value). The GEB is responsible for managing the company in the interests of the company, developing the company's strategic direction, discussing this with the Supervisory Board to ultimately define the strategy, and ensuring its implementation.

The Supervisory Board establishes the overall strategy and monitors the GEB in its management of the company. It appoints and dismisses the members of the GEB and, together with executive management, ensures long-term succession planning.

At REHAU, corporate responsibility issues are managed by three departments. Risk management is integrated into REHAU's operational processes via the defined information and escalation systems, and is part of both our strategic and operational management. It verifies production and procurement risks, environmental risks (including climate risks) and cyber risks, alongside customer relationships, market developments and products, in particular with regard to whether these are compatible with our company and sustainability principles.

→ GRI 102-11: Precautionary principle or approach, p. 9

### 11 \_ REHAU Group company structure



Sustainability management works closely with risk management. The team is responsible for the strategic direction and coordination of all economic, environmental and social sustainability topics. When it comes to stakeholder dialogue, sustainability management works closely with the Group Communications department, which is responsible for internal and external communication regarding corporate responsibility.

REHAU also has a global Compliance Management team whose goal is to plan, manage and monitor the company's compliance activities.

→ Ethics and compliance, p. 15 ff.

# Ethics and compliance

## **GRI 103: Management approach (including 103-1, 103-2, 103-3)**

### **GRI 205: Anti-corruption**

### **GRI 206: Anti-competitive behaviour**

### **GRI 419: Socioeconomic compliance**

Working in accordance with the law has been a basic principle for which the REHAU Group and its employees have stood since the company was founded. We are aware that non-compliance can lead to high financial losses and considerable damage to our reputation. Our compliance organization is therefore an important element for good and sustainable corporate management. Our compliance efforts are particularly focused on combating corruption, violation of competition law, money laundering and violation of environmental regulations. We follow the OECD's guiding principles for multinational companies and the UN Convention against Corruption of 31 October 2003. In addition, REHAU signed the UN Global Compact in 2020. We publicly acknowledge and support the ten principles of the Global Compact, including Principle 10, "Businesses should work against corruption in all its forms, including extortion and bribery."

Our fundamental values and behavioural code are set out in our internal Code of Conduct and more specific anti-corruption guidelines. These rules are binding for all REHAU employees, regardless of role and hierarchical level, and form the basis of all business activities. The Code of Conduct covers the following topics:

- Company philosophy
- Responsibility towards fellow humans and society
- Observing the law / compliance
- Integrity and independence in business transactions
- Dealing with business partners and decision-makers
- Donations and sponsoring
- Conflicts of interest

🌐 Employee Code of Conduct

We expect the partners in our supply chain to share these values and principles, and to accept our Supplier Code of Conduct.

- Management approach for supply chain, p. 21 f.
- 🌐 Supplier Code of Conduct

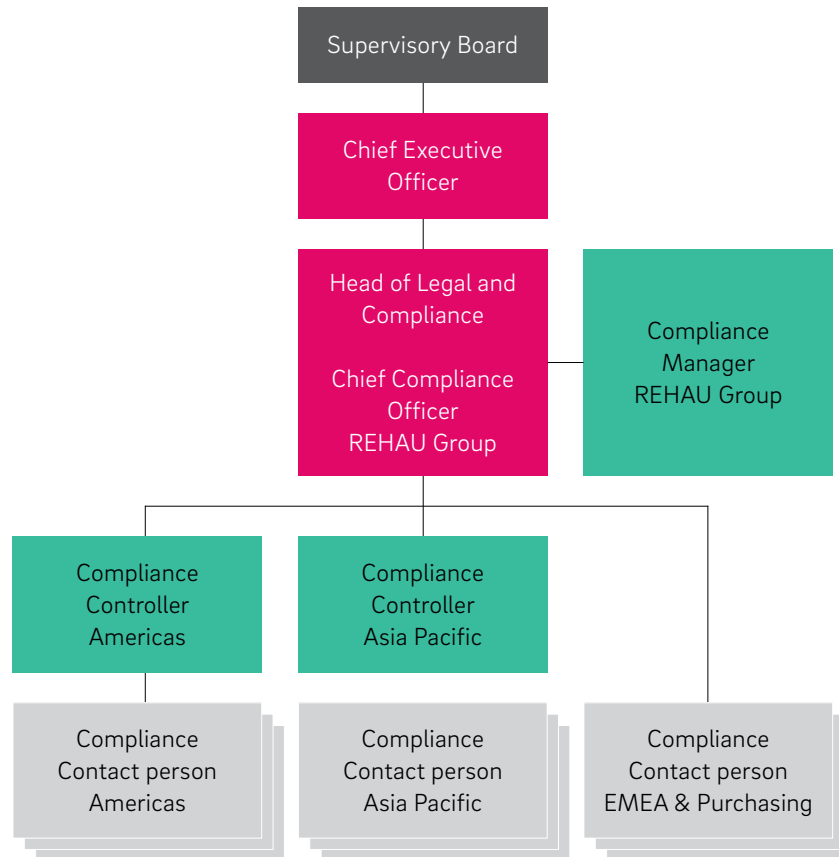
REHAU has implemented a global compliance management system (CMS) with the aim of planning, managing and monitoring the company's compliance activities. All REHAU Group employees receive regular training on these topics. A culture of open discussion, trust, transparency and compliance awareness means that queries or issues are usually speedily resolved on a case-by-case basis. Our goal is to foster a culture of compliance according to the principle "Compliance at REHAU: comply – commit – trust."

Employees and third parties such as suppliers can use the REHAU Compliance Communication System (CoCoS) to contribute to fighting corruption and complying with the law by reporting compliance violations – anonymously, if desired. CoCoS is a web-based system and fulfils the highest possible standards in terms of data protection and security. The information sent through the system goes directly to the compliance officer of the Legal and Compliance department. It is handled as a top priority and is, of course, strictly confidential.

🌐 CoCoS whistleblower system

The compliance function is integrated into the Group Legal and Compliance department at REHAU. The Head of Legal and Compliance, who is also the Chief Compliance Officer of the Group, bears the ultimate responsibility for the CMS. They report directly to corporate management and the Supervisory Board.

**12 \_ The REHAU Compliance Management System**



The Legal and Compliance department regularly reviews the effectiveness of the compliance management system in order to implement appropriate measures for further development if necessary.

**GRI 205: Anti-corruption**  
(UN Global Compact: Principle 10)

→ GRI 103: Management approach, p. 15

**GRI 205-2: Communication and training about anti-corruption policies and procedures**

A variety of anti-corruption measures were introduced in 2019, including:

- distribution of global compliance information
- on-site training in selected countries
- rollout of compliance e-learning courses for new employees
- articles about compliance on the REHAU intranet
- development of the online anti-corruption refresher course preparation for the global rollout.

These measures aim to continuously raise awareness among employees. This also involves ensuring that all employees around the world have access to the Code of Conduct – in most cases in their native language. Like the anti-corruption guidelines, this can be found on the REHAU intranet by all employees. The e-learning modules on anti-corruption and cartel law are compulsory for all employees with third-party contact. Employees without access to computers are given on-site training.

Since the introduction of the CMS in 2016, REHAU employees have successfully completed a total of 19,121 e-learning sessions on compliance, the Code of Conduct, cartel law and anti-corruption. During the reporting period, 1,550 compliance e-learning courses were completed.



### **GRI 205-3: Confirmed incidents of corruption and actions taken**

REHAU does not tolerate any form of corruption or other criminal actions by its employees. REHAU has a zero-tolerance approach to violations. There were a few suspected cases of corruption during the reporting period. Following a comprehensive investigation, these were not confirmed. During the reporting period, no public legal action was taken against REHAU or any of its employees relating to corruption. There are currently no known instances of corruption at REHAU.

## **GRI 206: Anti-competitive behaviour**

→ GRI 103: Management approach, p. 15

### **GRI 206-1: Legal actions for anti-competitive behaviour, anti-trust and monopoly practices**

REHAU does not tolerate anti-competitive behaviour or other dealings that prevent unrestricted competition in an improper manner. In the interest of unrestricted competition, we require that our suppliers:

- completely refrain from anti-competitive behaviour, such as price agreements, division of market segments, price fixing, etc.
- implement a zero-tolerance policy regarding competitive agreements and
- provide their employees with the corresponding training.

These principles are set out in the internal Code of Conduct and the Supplier Code of Conduct.

During the reporting period, the Legal and Compliance department developed a compliance manual with specific dos and don'ts on antitrust law and published it in various languages for our employees on the REHAU intranet, which is accessible worldwide.



## **GRI 419: Socioeconomic compliance** (UN Global Compact: Principle 10)

→ GRI 103: Management approach, p. 15

### **GRI 419-1: Non-compliance with laws and regulations in the social and economic area**

No significant fines or non-monetary sanctions were imposed on REHAU in 2019.

# Stakeholders

## GRI 102-40: List of stakeholder groups

Embodying corporate responsibility also means seeking regular dialogue with external and internal stakeholders. We want to meet the diverse expectations and needs of our stakeholder groups through active, transparent dialogue locally and in the company.

We are in contact with the following stakeholder groups:

- customers
- employees
- suppliers
- investors
- universities and research institutions
- media and the general public
- business partners and competitors,
- the young generation, local residents and communities,
- non-governmental organizations (NGOs)

## GRI 102-41: Collective bargaining agreements

We offer our employees attractive salary packages comprising a basic salary based on their role, variable performance-based payments and a variety of additional benefits based on the relevant labour market, including relevant collective agreements (for example, for the polymer processing industry, chemicals and metal in Germany). Market developments in terms of salaries are monitored on a regular basis (generally once a year). In doing so, we consult relevant guidelines like the ILO's Fundamental Principles and Rights at Work. REHAU meets the legal requirements in terms of minimum wage and additional benefits.

## GRI 102-42: Identifying and selecting stakeholders

The REHAU Group maintains relationships with organizations and groups that communicate requirements, wishes or suggestions to the company. In doing so, we give priority to dialogue with stakeholders who significantly influence the economic, environmental or social efforts of the Group or are strongly affected by them. Additional noteworthy indirect stakeholders include local media and the general public at our approximately 170 global locations, with whom we seek active dialogue.

## GRI 102-43: Approach to stakeholder engagement

### GRI 102-44: Key topics and concerns raised

At REHAU, we seek active dialogue in order to meet the needs and respect the interests of our stakeholder groups and to present our own perspectives. We use a variety of internal and external formats for strategic communication with our stakeholder groups. These include:

- surveys, e.g. on workplace safety and sustainability
- publications such as the Annual Report and Sustainability Report, press releases and the employee magazine
- events, e.g. open days, customer roadshows, supplier days and events for managers
- trade fairs and conferences such as INTERZUM and ISH
- participation in committees and associations, e.g. the German Sustainable Building Council (DGNB), European Plastics Converters (EuPC), and the European Plastic Pipes and Fittings Association (teppfa)
- presentations and online training with questions as part of the REHAU ACADEMY

The 17 Sustainable Development Goals (SDG) of the United Nations formed the basis of our stakeholder dialogues in 2019. During the discussions with our stakeholders, we were particularly motivated by the following questions:

- Which strong links does the REHAU Group have to the SDGs?
- In which areas do we want to make a specific contribution?
- From the perspective of the stakeholders, where are we currently contributing towards these goals?
- What opportunities do these goals present for the Group's corporate development?

The following topics were identified:

- employee involvement, employee satisfaction, dialogue with the public
- responsible management, value-focused development and sustainable procurement
- circular economy, sustainable product innovations and digitalization
- CO<sub>2</sub> emissions, biodiversity and climate risks, risk management

In connection with the process of developing the new sustainability strategy, we have derived four key areas of activity for the REHAU Group and assigned them to the SDGs as follows:

1. Sustainable growth (SDG 8: sustainable economic growth and decent work)
2. Accelerating climate protection (SDG 13: climate action)
3. Driving forward the circular economy (SDG 12: responsible consumption and production), and
4. Promoting diversity (SDG 10: reduced inequalities).

The areas of activity were described in a position paper and then confirmed by the Group Executive Board in late 2019. The top KPIs and objectives developed in cooperation with the specialist departments will be incorporated into the business strategies of the five divisions.

→ Strategy, p. 10 ff.

### Customers

As part of our customers' regular sustainability audits, we take part in detailed discussions about various aspects of sustainability management.

Independent experts and customers exchange ideas with us in various REHAU Academy formats. We also offer our own project and workshop rooms at our locations in Rehau and Erlangen.

 REHAU Academy

### Employees

We involve our employees in company activities. We use various tools to provide transparent information, such as global live calls, town hall meetings, regular round-table discussions and annual consultation days (social audits) at all global locations with representatives from senior management and the Human Resources department.

## 13 \_ REHAU materiality analysis



A big step towards integrating our employees, particularly those working at the factories, was switching our intranet to an interactive platform known as the REHAU Daily app in 2019. With this app, all employees can participate in the dialogue on a wide variety of topics using their personal devices.

→ Social impact, p. 40 ff.

### Suppliers

The dialogue with our suppliers is strongly in the interest of our customers, investors and society. As a system provider in a wide variety of industrial sectors, we can only achieve the high sustainability standards we are pursuing if we collaborate with our suppliers. We consider an open exchange with our suppliers – for example, on the regular supplier days – to be the basis of a trusting business relationship.

→ Supply chain, p. 21 ff.

### Investors

Investor interest in the consideration of sustainability aspects is growing. The focus is on integrating our sustainability strategy into REHAU's core business. The influence of sustainability as a topic on the company's economic planning and development is becoming more and more significant internally at REHAU as well.

### Rating agencies

REHAU maintains an active exchange with the most important agencies and consulting firms, including by taking part in the annual spring conference of the Carbon Disclosure Project (CDP) in Frankfurt, Germany. There has also been extensive discourse with the international rating agency EcoVadis since 2018. As a premium member, we receive detailed analyses and can thus review our sustainability activities in all key areas. In 2019, we were able to improve our silver status again in all four areas and are among the top 3% of the companies assessed in our industry.

### Civil society

Our local contacts include cities, educational institutions, cultural organizations, associations and societies, among many others. At our main administrative location in Reha, we work closely with the Hof University of Applied Sciences, which places particular emphasis on sustainability as a green tech university.

In June 2017, REHAU signed a voluntary agreement at our administrative location in Erlangen to make voluntary and proactive contributions to climate protection, the energy revolution and sustainability in Erlangen. In 2019, we took part in the climate protection week held by the city and district with an art campaign and our own climate program.

### Non-governmental organizations (NGOs)

We sometimes take the opportunity to discuss the possible effects of our business activities on people and the environment with non-governmental organizations. As part of our voluntary agreement, we also support international initiatives by NGOs to highlight key areas of activity in our sustainability strategy, such as resource scarcity, climate change and inequalities. In 2019, we participated in international campaigns such as "World Cleanup Day" and "Diversity Day."

We want to strengthen and systematise our discourse with NGOs over the coming years. In addition to sustainability management, we will be actively involving other departments. Based on our new sustainability strategy and structure, these issues will remain the focus of our exchanges in the future and the results will be increasingly fed into our business policy decisions.

# Supply chain

## **GRI 103: Management approach (including 103-1, 103-2, 103-3)**

### **GRI 308: Environmental assessment of suppliers**

### **GRI 414: Supplier Social Assessment**

Our corporate responsibility extends throughout the supply chain. When it comes to engaging external suppliers and service providers, environmental and social criteria are crucial. As part of our certified environmental management system, our purchasing and supplier selection processes are subject to internal and external audits. In addition, our strategic suppliers commit to maintaining a quality management system in accordance with ISO 9001 or a comparable standard. The certification audits will be carried out for environmental, quality and energy management every year. Each process is considered on the basis of the respective standard in the three-year certification period.

We use a variety of policies and processes to ensure our suppliers and service providers meet basic standards. An integral part of all of our supply agreements is the Supplier Code of Conduct (SCC), drawn up in 2018, which has replaced the Sustainability Agreement that was previously used.

#### Supplier Code of Conduct

The SCC specifies in binding terms that REHAU expects its business partners to respect human and personal rights, comply with environmental standards and conduct their business ethically. Accepting the code or a comparable set of rules is a mandatory step for our strategic suppliers. Violations of the SCC can lead to the termination of the business relationship.

- GRI 308-2: Negative environmental impacts in the supply chain and actions taken, p. 22
- GRI 414-2: Negative social impacts in the supply chain and actions taken, p. 23

Suppliers' compliance with social criteria is also an integral component of our sustainable procurement standard. We use on-site audits to verify whether our suppliers meet our social and environmental requirements. If they do not, we reserve the right to end the business relationship. Audits can be triggered by the supplier selection process, product and process qualifications or customer requests, among other things.

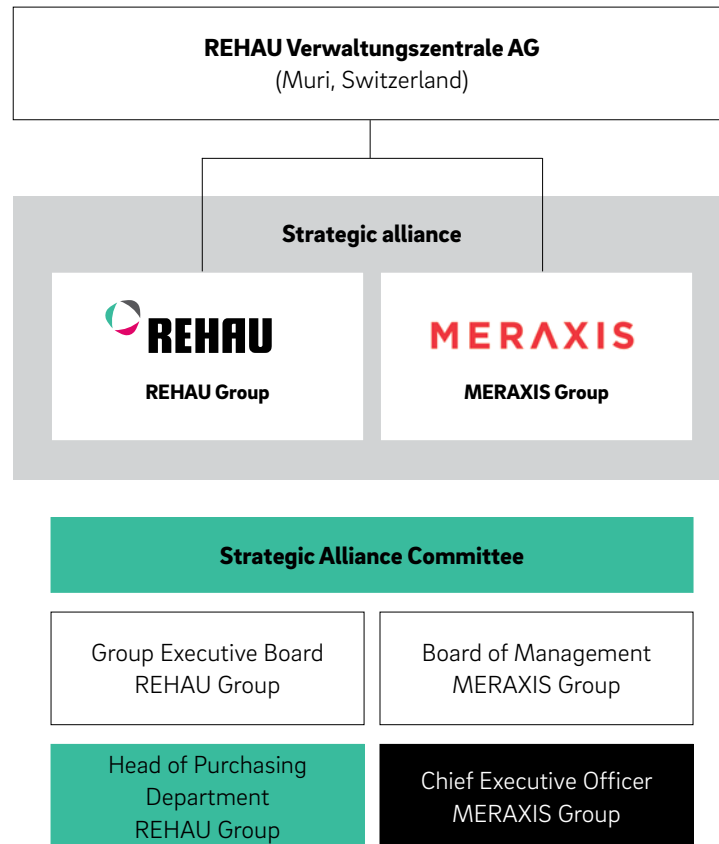
#### Supplier management at REHAU

Systematic risk monitoring for our suppliers is also an important tool at REHAU. It allows us to accurately evaluate our supplier relationships and adapt our procurement strategy accordingly. We are in continual direct contact with our partners on this subject. Central criteria that we assess across all procurement segments include quality, the risk of supply disruptions, availability and dependence, protection of know-how and the economic stability of the suppliers.

The topic of sustainability in purchasing is covered by the Global Procurement Strategy department. The Procurement department at REHAU was restructured in mid-2019. The organizational structure was changed by separating strategic purchasing into two companies, which are cooperatively linked as sister companies under the umbrella of REHAU Verwaltungszentrale AG (Holding). Through a strategic alliance and as a partner of the REHAU Group, the MERAXIS Group is taking over the global procurement and corresponding supply chain management of defined production materials, purchased parts/trade goods and capital goods in the form of machines, systems and tools.

The procurement of worldwide non-production materials and logistics services, as well as defined volumes of production material, is organized within the REHAU Group in REHAU Purchasing.

**14 \_ Organizational structure of Purchasing**



We aim to pay even closer attention to sustainability standards in the future. Analyses should be carried out by sustainability management as needed, e.g. for new suppliers of hazardous substances or recycling companies.

**GRI 308: Environmental assessment of suppliers**

→ GRI 103: Management approach, p. 21

**GRI 308-1: New suppliers assessed according to environmental standards**

We aim to enforce adherence to the SCC through all our suppliers and service providers. By the end of 2019, all (= 100%) our strategic suppliers had signed our SCC, which replaced the Sustainability Agreement signed by the majority of our suppliers. The only exceptions are the Indirect Materials & Services department and the Travel/Event Management division.

**GRI 308-2: Negative environmental impacts in the supply chain and actions taken**

We review possible environmental impacts caused by our suppliers via local audits. A total of 62 audits of this kind took place in 2019 (2018: 110). Two (2018: three) of these audits revealed violations of our guidelines and the business relationships were terminated as a result. The companies involved were electroplating companies in Asia that could not demonstrate a safe process, from either a quality or environmental point of view.

## GRI 414: Supplier Social Assessment

→ GRI 103: Management approach, p. 21

### **GRI 414-1: New suppliers that were screened using social criteria standards**

REHAU is a globally active company. We are conscious of this and expect our employees and business partners to respect the different regional mentalities. We have a zero-tolerance policy when it comes to unethical business conduct, such as discrimination, child or forced labour, corrupt business practices and cartel agreements. Signing our SCC is mandatory.

REHAU operates a whistleblower system (Compliance Communication System, CoCoS), which employees and suppliers can use to anonymously report unethical or illegal behaviour.

→ Ethics and compliance, p. 15 ff.

### **GRI 414-2: Negative social impacts in the supply chain and actions taken**

We reserve the right to take appropriate measures to verify adherence to the SCC with regard to social criteria. No significant negative social impact from the supply chain was discovered in 2019.



# Economic impact

## **GRI 103: Management approach for economic impact (including 103-1, 103-2, 103-3)**

### **GRI 201: Economic Performance**

#### **GRI 203: Indirect Economic Impacts**

REHAU is a supplier of polymer-based products and systems. Ever since the company was founded, we have been consistently tapping into new areas of application with our individual polymer formulations. Our approach: replace conventional materials with more efficient polymers, and offer added value to our customers in the form of creative system solutions. For decades, this approach has been complemented by our efforts to save resources and reduce emissions by using high-quality recyclates in our products.

The focus of our wide range of products is on technically advanced, high-quality and complex solutions. As a premium brand for polymer-based solutions, REHAU is an international presence in the construction, automotive and industry sectors. Our expertise is split into five divisions: Automotive, Building Solutions, Furniture Solutions, Industrial Solutions and Window Solutions.

→ GRI 102-2: Activities, brands, products and services, p. 4 f.

With around 170 locations in 54 countries, we employ approximately 20,000 people who contribute to the growth and success of our company. REHAU is continuously developing its network on five continents in order to be an active local partner. Our privately-held business wants to remain independent in the future and focus on its medium- and long-term goals, instead of on short-term profit. We therefore align our activities according to the issues of the future, i.e. digitalization, individualization, mobility, sustainability and the new world of work. In terms of all of these topics, the future transformation from a linear to a circular economy is increasingly shaping our focus and, in particular, in the development of our products. In combination with our broad-based customer structure, this puts us in a good position from which to achieve sustainable growth.

→ GRI 102-14: Statement from the senior decision-maker, p. 3

→ GRI 102-44: Key topics and concerns raised, p. 18 ff.

At the heart of our vision and strategic targets are profitable growth and the aim to become competitive market leaders in the majority of our business areas. In this regard, we think and act with foresight and in accordance with sustainability requirements. We consider our responsibility towards people and the environment to be a key pillar of our corporate culture and a basis for long-term growth.

At the same time, we want to play an active role in society and be a positive influence on the world around us. This is reflected in our diverse range of products and services, such as those enabling energy-efficient construction, the use of renewable energy and water management. We are also involved in the communities around our locations.

→ Our social involvement, p. 53 f.

The expertise we have been building for decades and our innovative spirit when it comes to circular production systems, as well as our impressive achievements in the field of polymer technology, are the basis upon which we approach the issues of the future relating to sustainable business and social development.





## Sustainable growth targets

Targets	Deadline	Status	Reached	Page
Sustainable growth of between 1% and 3% across all divisions	by 2030	The target range of 1% to 3% was met between 2015 and 2019. In the reporting year itself, turnover declined compared with the previous year.	●	24
Gradual transition from a linear to a circular economy	Ongoing	The circular economy was defined as one of four key areas of activity in 2019 and confirmed by the GEB.	●	31 f.
Supplier management – embedding sustainability requirements into relationships with business partners	Ongoing	All specified suppliers have signed REHAU's Sustainability Agreement. Plans are under way to integrate the agreement into quality and environmental supplier audits.	●	21 f.
Health and safety at work – continual reduction of workplace accidents (vision: zero)	Ongoing	During the reporting period, there was a decrease in accidents resulting in more than 3 days of absence. The gradual implementation of ISO 45001 began in 2019.	●	43 ff.

● Target achieved   ● Target partially achieved   ○ Target not achieved

For the first time, we will present our targets as they relate to the UN's 2030 Sustainable Development Goals. In terms of economic impact, our targets are based on SDG 8 regarding sustainable growth.



## GRI 201: Economic Performance

(area of activity: sustainable growth)

→ GRI 103: Management approach, p. 24

### 15 \_ Turnover figures for the REHAU Group and REHAU AG + Co

	2017	2018	2019
REHAU Group	EUR 3.5 billion	EUR 3.5 billion	EUR 3.3 billion
REHAU AG + Co	EUR 2.0 billion	EUR 2.1 billion	EUR 2.0 billion

🌐 For more information, see REHAU AG + Co's Management Report (published at [www.bundesanzeiger.de](http://www.bundesanzeiger.de))

### **GRI 201-2: Financial implications and other risks and opportunities due to climate change**

In response to the resolutions of the 2015 Paris Agreement (COP 21) and the high level of attention that the climate crisis has received since 2019, particularly through Fridays for Future, the proportion of energy generated from renewable sources is increasing globally. At the same time, we expect the price of CO<sub>2</sub>e emissions to continue to rise in future and a CO<sub>2</sub>e levy to be implemented worldwide.

To offset fluctuations and volatile developments and to achieve our ambitious CO<sub>2</sub>e goals, we have been using more than 100 gigawatt hours of TÜV-certified green electricity a year since 2015. In the future, we want to focus even more on the direct use of renewable energies and thus reduce the financial risks described above, save costs by using our own electricity and continuously reduce our CO<sub>2</sub>e emissions.

→ GRI 305: Emissions, p. 35 ff.

The climate crisis will affect all areas of REHAU's industrial production and its regional climate conditions. To date, these changes have not sufficiently influenced our thinking around sourcing raw materials, our supply chains, our development and production processes, and new business models, nor have they been taken into account sufficiently in our risk management. As a result, in 2020, we want to start working on a climate adaptation concept that will include an analysis of the forecast effects of the climate crisis and the definition of necessary, central measures, such as new insulation standards for buildings, mandatory rainwater utilization concepts, etc.

At the same time, this will provide a basis for calculating the added expenditure and/or financial losses incurred by this development, as well as identifying market and product opportunities for new or existing systems and business models.

The REHAU Group's core business remains polymer-based solutions, supported by new business models and expanded services. Ensuring that development and market activities revolve around the main topic of sustainability, with an emphasis

on circular production, will open up substantial opportunities for continuous, moderate growth, as well as myriad innovations and business models within the circular economy. Our expertise in the preparation and use of recyclates forms a solid basis for implementing our underlying "circular economy" strategy, which we need if we are to continue reducing our dependence on primary energy and resources, and achieve our objectives in these key areas of activity.

→ GRI 102-14: Statement from the senior decision-maker, p. 3

As an independent, privately-held company, REHAU thinks in terms of a long-term, intergenerational contract. Sustainability and environmentally conscious behaviour have been a core part of our corporate culture since the beginning. We aim to successfully tackle the challenges of the future – including those posed by the climate crisis and the circular economy – through creative ideas, innovative solutions and long-term partnerships with our customers, suppliers and employees.

### **GRI 201-3: Defined benefit plan obligations and other retirement plans**

Our employees share responsibility for the development of the REHAU group by contributing their best possible personal performance at work. Many of them do this over the course of several decades. That's why we take responsibility for our employees – even after they retire, we support them through an occupational pension scheme (AVWL).

The ten-year average interest rate, which is decisive for pension liabilities, fell from 3.68% to 2.71%. In the 2019 financial year, the personnel provisions for the optimization and adjustment of structures to the evolving market conditions had to be significantly increased in comparison with the previous year.



## GRI 203: Indirect Economic Impacts

(area of activity: sustainable growth)

→ GRI 103: Management approach, p. 24.

### GRI 203-1: Infrastructure investments and services supported

REHAU considers itself a corporate citizen. Corporate citizenship begins with establishing a good relationship with local residents and communities. In advance of investment decisions, we investigate what effect our business activities will have on the surroundings. This includes analysing the expected emissions, the regional infrastructure and the impact on the local job market.

We respond to questions from the general public at all of our locations. Local residents who come to us with concerns receive fast, comprehensible answers. We have central contact partners, including in the area of sustainability management, who are available to respond to such issues. We invite the public to open days, which were held, for example, at our Visbek and Wittmund sites during the reporting period.

REHAU also supports its local regions substantially by procuring products and services from domestic suppliers. We purchase the vast majority of our technical products and services in the country in which they are needed. For example, in 2019 we made purchases amounting to more than EUR 290 million from local suppliers on behalf of the German REHAU AG + Co. Through our social engagement efforts, we are involved in the areas and regions around our approximately 170 locations in a variety of ways. These include numerous cultural projects and initiatives that foster active dialogue between the company and local stakeholders.

→ Our social involvement, p. 53 f.



### GRI 203-2: Significant indirect economic impacts

REHAU considers itself part of the society in which we live and work – which is why we take social responsibility, in particular, in the regions where our sites are located. The technical and scientific education of young people is particularly close to our hearts. If we want to stay competitive, we need dedicated scientists and engineers.

# Environmental impact

## **GRI 103: Management approach for environmental impact (including 103-1, 103-2, 103-3)**

### **GRI 301: Materials**

### **GRI 302: Energy**

### **GRI 303: Water**

### **GRI 305: Emissions**

### **GRI 306: Waste**

### **GRI 307: Environmental Compliance**

Polymers are a recyclable material. The three-pronged environmental strategy of "reduce – reuse – recycle" has been in place in our factories for decades.

We consider it an ongoing duty to develop new options for appropriate material recycling, both within our factories and beyond.

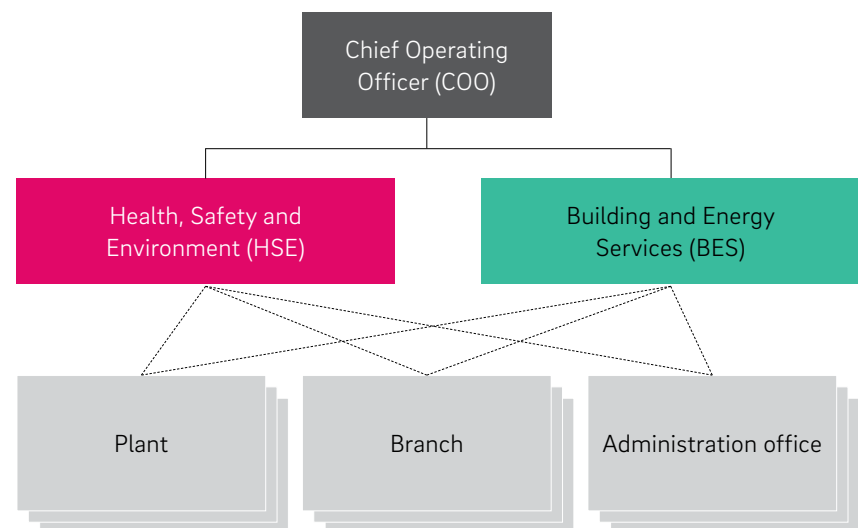
Operational environmental protection and the systematic reduction of our resource consumption are essential pillars of our sustainability concept. Energy efficiency, renewable energy and recycling are important aspects of our activities in the areas of "Accelerating climate protection" and "Driving forward the circular economy." To further reduce our company's environmental footprint, we have taken various measures to implement our sustainability strategy and continually improve our ISO-certified environmental and energy management system during the reporting period. This concerns the topics of materials, energy, water, emissions and waste.

At REHAU, we consider environmental protection to be a management responsibility. All of our managers – starting with Group executive board (GEB) – are responsible for the implementation of the agreed environmental targets.

As of 2019, the company's environmental and energy management has been the responsibility of the Chief Operating Officer (COO), who reports directly to the Chief Executive Officer (CEO). It is spread across the departments of Health, Safety and Environment (HSE) and Building and Energy Services (BES). Both departments are connected with all our factories, branches and administrative locations around the world through local representatives. This allows us to manage the implementation of our environmental guidelines and influence the day-to-day environmental practices within the Group. Decisions regarding environmental

and energy measures are made up the line all the way to the GEB. The environmental and energy management system provides the GEB with regular reports, which gives the latter additional information on which to base its decisions.

## **16 \_ REHAU Organization – production, sustainability & resource protection**



In the new principles of sustainability drawn up in 2019, the CEO emphasized the importance of environmental protection and environmentally friendly business activities.

- 🌐 REHAU principles – sustainability, environmental protection, occupational health and safety protection, security
- 🌐 REHAU principles – energy management

The REHAU Group has both an HSE and an energy management system in place, which are certified according to the ISO 14001, ISO 45001 and ISO 50001 standards.

We aim to continually reduce the environmental impact of our business activities. One important step towards this is the certification of all REHAU factories according to the ISO 14001 standard, as well as increasing certification to ISO 50001.

- 🌐 ISO certifications 14001 / 45001 / 50001

Various different sources were consulted when it came to acquiring environmental information. Information on the consumption of gas and heating oil, CO<sub>2</sub>e emissions and water consumption is collected at all factories worldwide on a monthly basis. Electricity consumption is measured in detail using various measuring points and sensors at the factories. So far, it has been possible to report on our global emissions in accordance with Scope 1 and Scope 2. The data basis must be developed further to determine our Scope 3 emissions.

We are still working on improving the data quality of our international branches and factories in terms of energy and water monitoring. Among other things, in 2019 we included the two main administration sites in Rehau and Erlangen in our energy monitoring reporting. In addition, the sensors for measuring our water usage were set up in 2019 at two other factory areas in Germany and Hungary. We plan on expanding this to two further factories in 2020. Furthermore, we have been participating in the Carbon Disclosure Project (CDP) since 2014 and were able to achieve a C rating in both the Climate Change and the Water Security questionnaires



last year. Our aim is to continuously improve this rating.

- GRI 303: Water, p. 33 f.
- GRI 305: Emissions, p. 35 ff.

Information on our global waste is collected at least twice a year, and is broken down into hazardous and non-hazardous materials.

- GRI 306: Waste, p. 37 f.



## Targets for driving forward the circular economy

Targets	Deadline	Status	Reached	Page
Increase the average proportion of recyclates in our products to 15% in the EMEA region by 2025	2025	The average proportion of recyclates used in all REHAU products was increased from 12.4% to 13.9% during the reporting period.	●	31 f.
Keep the reuse of production material consistently above 90% globally	Ongoing	The proportion of reused production material remained far in excess of 90% across all divisions.	●	31 f.
Implement at least one flagship project with the REHAU EcoPuls label	2025	The Window Solutions division labelled the first profile variant with the REHAU EcoPuls label.	●	10 ff.

● Target achieved   ● Target partially achieved   ○ Target not achieved

We have implemented a number of measures to achieve the goals set out in our sustainability strategy, including in the areas of energy usage and efficiency. We promote technical discussion between representatives of REHAU's technical departments and factories and external experts through annual international conferences.



## Targets for accelerating climate protection

Targets	Deadline	Status	Reached	Page
Reduce CO <sub>2</sub> emissions (Scope 1 + 2 – market-based) by 30% based on 2018 figures	2025	23.6% reduction.	●	35 ff.
Reduce primary energy consumption per ton of output by 30% based on 2009 figures	By 2020	20.3% reduction (2018: 17.6% reduction).	●	33
Reduce water consumption per ton of output by 40% based on 2009 figures	By 2020	26.8% reduction (2018: 31.6% reduction).	●	33 f.
Reduce production waste by 2% based on the previous year (EMEA)	Ongoing	Owing to factory expansions and new product introductions, we were unable to reach the target of reducing waste by 2% compared with the previous year, both for hazardous and non-hazardous waste.	○	37 ff.

● Target achieved   ● Target partially achieved   ○ Target not achieved



## GRI 301: Materials

(area of activity: driving forward the circular economy)

→ GRI 103: Management approach, p. 28 ff.

### GRI 301-1: Materials used by weight or volume

The product ranges of the individual divisions did not change overall during the reporting period. We expanded our product portfolio in certain application areas. We manufacture products according to specific customer requirements, as well as producing standard products for a range of B2B applications. REHAU is an international processor of polymers with comprehensive expertise in the manufacturing of materials such as polyolefins, silicone and thermoplastic elastomers.

The total output of all of REHAU's factories amounted to 506,930 tons in 2019. This resulted in a 5% decrease in material usage compared with 2018.

The significantly lower output can be put down to the Group's lower number of items. Revenues were lower in the systems business of the Automotive division, as well as in the Building, Furniture, Industrial and Windows Solutions divisions.

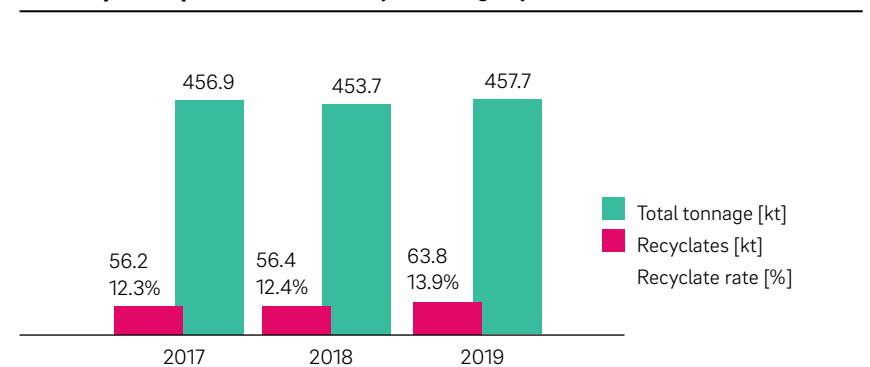
### GRI 301-2: Recycled input materials used

Recyclable material accumulated during production – known as recovered material or production material – is recorded, classified and, depending on the results of the assessment, inspected again and fed back into the manufacturing process. During this process, REHAU makes a distinction between different material flows. These are categorized based on EN ISO 14021 as follows:

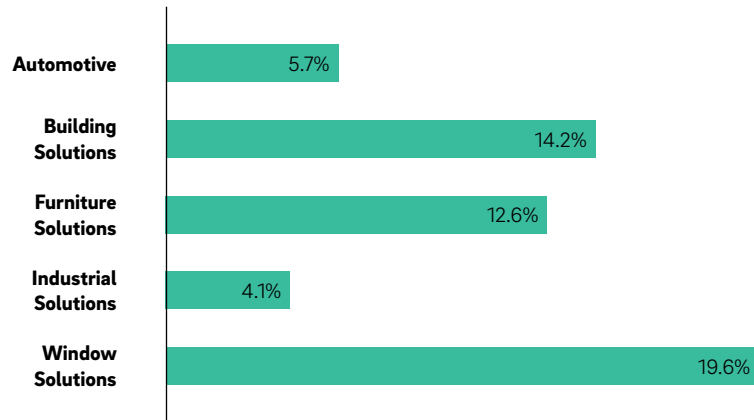
- Internal reusable material:
  - Recovered material A: material that can be fed back into the same process without restrictions
  - Recovered material B: material that can be fed back into the same or a different process after processing
- External material: externally procured processed material – known as post-consumer or post-industrial material

Of the listed material flows, only recovered material B and the externally procured reusable material are deemed recyclates at REHAU. This is why only these flows form the basis of our recyclate figures. Recovered or production material A is directly fed back into production and thus does not count as a recyclate.

### 17 \_ Recycled input materials used (EMEA region)



## 18 \_ Recycling rate by division 2019



### GRI 301-3: Reclaimed products and their packaging materials

From windows to pipes used in civil engineering to edgebands for the furniture industry, many of our products contain recycled polymers. We aim to continually increase our use of secondary raw materials by consistently recycling production waste and processing post-industrial and post-consumer waste in our own or external recycling facilities. Currently, the rate across all divisions and products within the surveyed EMEA region is just under 14% with a target rate of more than 15% set for 2025.

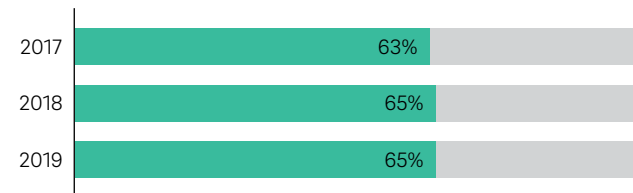
As far back as the early 1950s, REHAU was already consistently processing waste from production and reusing it for manufacturing (production material) in order to establish a functioning internal circular economy. With the increasing variety of products, we have also implemented this principle between the various company divisions. In the 1980s, customers were also included in the circular economy for the first time.

Our packaging processes, like our production processes, are based on the three-pronged "reduce – reuse – recycle" approach. When it comes to packaging, we believe less is more. This is also underlined for our suppliers in our Supplier Code of Conduct.

 Supplier Code of Conduct

We have been continually increasing the proportion of packaging made from sustainable materials since 2016. This includes packaging made of paper, corrugated cardboard, and cardboard and wooden spoons. In the year under review, we were only able to maintain and not increase the proportion of sustainable packaging compared with 2018 through revenue shifts within the individual divisions.

## 19 \_ Proportion of packaging made of sustainable materials



We have been using the ReCup system in the canteens and cafeterias at our main sites since 2018 to raise awareness among our employees of the importance of recycling. So far, we have saved more than 25,000 disposable cups. It was, unfortunately, impossible to introduce the system at other locations in 2019 as planned, because no suitable service provider could be found. In 2020, we aim to expand the concept in Erlangen to include REBOWL, a reusable deposit bowl for items like take-away salads.





## GRI 302: Energy

(area of activity: accelerating climate protection)

→ GRI 103: Management approach, p. 28 ff.

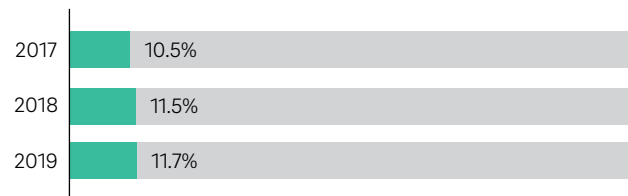
### GRI 302-1: Energy consumption within the company

### GRI 302-4: Reduction of energy consumption

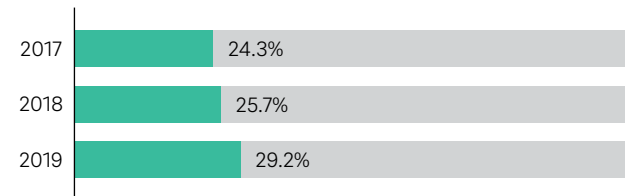
### GRI 302-5: Reductions in energy requirements of products and services

In 2009, the company's total electricity, gas and heating oil consumption amounted to 547 gigawatt hours. Thanks to an ongoing energy efficiency program, our carbon footprint has been continually reduced (measured in kWh/Euro) over the past ten years, despite consistent company growth. In 2019, we took further steps to reduce energy consumption, such as improving building insulation, using more efficient heating technology and implementing measures for heat recovery.

## 20 \_ Percentage improvement in fuels compared with 2009 (kWh/Euro factory revenue)



## 21 \_ Percentage improvement in electricity compared with 2009 (kWh/Euro factory revenue)



## GRI 303: Water

→ GRI 103: Management approach, p. 28 ff.

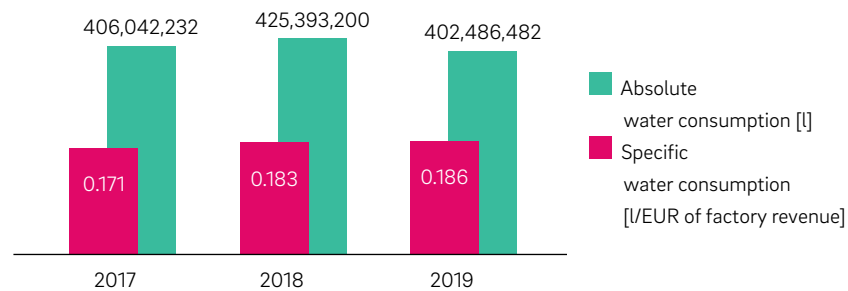
### GRI 303-3: Water extraction

Water consumption is measured as it is supplied to each factory. We change the process water in our factories completely up to twice a year, depending on the location. As a result, the water footprint of our products (l/kg of factory output) varies depending on the production process and the product, e.g. between 0.19 l/kg (window lineal, extrusion) and 3.6 l/kg (external automotive fittings, injection moulding).

We are continually working on reducing water loss, e.g. through more efficient tool-changing and conversion to closed or semi-open systems to reduce evaporation and the frequency of filter backflushing. We also sometimes deliberately drain water (approximately 2-3 m<sup>3</sup> per week) to achieve a certain level of water exchange (thickening).

During the reporting period, neither water quality nor water availability was significantly impacted by water extraction at our factory sites or administrative locations.

## 22 \_ Specific and absolute water consumption



## GRI 304: Biodiversity

### GRI 103: Management approach (including 103-1, 103-2, 103-3)

We aim to promote biodiversity through our environmental protection measures and projects. We combine this with our desire to raise the awareness of people at REHAU, and of those outside of our company, of this important basis of life on our planet.

The Building and Energy Services (BES) department ensures that the maintenance and development of natural resources are prioritized at old and new sites. This includes, for example, the implementation of compensatory measures and selectively independent projects.

BES receives support from the Health, Safety and Environment (HSE) department, which, as an advocate for environmental protection, regularly advises on the topic of environmental protection and biodiversity in the company and on annual training days.

In 2019, REHAU was a partner of the " Gartenschau der Heimatschätze" (garden show of local treasures) as part of the Wassertrüdingen state horticultural show. HSE organised the REHAU Environment Day at the show, in collaboration with our factories in Feuchtwangen. On the day, there was, among other things, a display by the Rehau beekeeping association of an exhibition colony, which also involved the use of display boards to illustrate how biodiversity depends on species variety.

During the reporting year, we also supported the organization Plant for the Planet, which is committed to the reforestation of woodlands. Various measures and the sale of a special edition of the state garden hose enabled the planting of more than 8,000 trees and the completion of three climate-protection academies in 2020.

In the medium term, it remains our goal to draw up a targeted company-wide biodiversity plan.

### GRI 304-3: Protected or renatured habitats

At our administrative location in Erlangen, we worked closely with the Erlangen-Höchststadt forest owners association (WBV) in 2019 to develop the idea of a natural campus. Based on a forest maintenance contract, joint inspections were carried out and logged, and measures were implemented, as in previous years. Among other things, more than 20 new trees were planted.



## GRI 305: Emissions

(area of activity: accelerating climate protection)

→ GRI 103: Management approach, p. 28 ff.

### GRI 305-1: Direct greenhouse gas emissions (GHG emissions, Scope 1)

### GRI 305-2: Indirect energy-related GHG emissions (Scope 2)

### GRI 305-3: Other indirect (Scope 3) GHG emissions

### GRI 305-5: Reduction of GHG emissions

When monitoring GHG emissions, the REHAU Group bases its measurements on international environmental and climate reporting guidelines, such as the Greenhouse Gas (GHG) Protocol, CDP and the Global Reporting Initiative (GRI). Emissions are calculated as CO<sub>2</sub> equivalents. This means that, in addition to CO<sub>2</sub>, other greenhouse gases such as methane (CH<sub>4</sub>) and nitrogen monoxide (N<sub>2</sub>O) are also taken into account when calculating emissions, and their climate impact is converted into CO<sub>2</sub> reference values. We currently only report on CO<sub>2</sub>e emissions according to GHG Scope 1 (all direct emissions caused by combustion at our own sites) and Scope 2 (indirect emissions from purchased energy). In order to improve the availability of data for our Scope 3 emissions (all other indirect emissions from services provided by third parties as well as upstream and downstream processes), a relevance analysis of all fifteen categories was started in 2019, which we aim to present in 2020. The aim of this analysis is to determine the emission focus areas. In addition, the data basis should be clarified so we can determine the basis for calculating emissions. The relevance analysis was divided into five process steps:

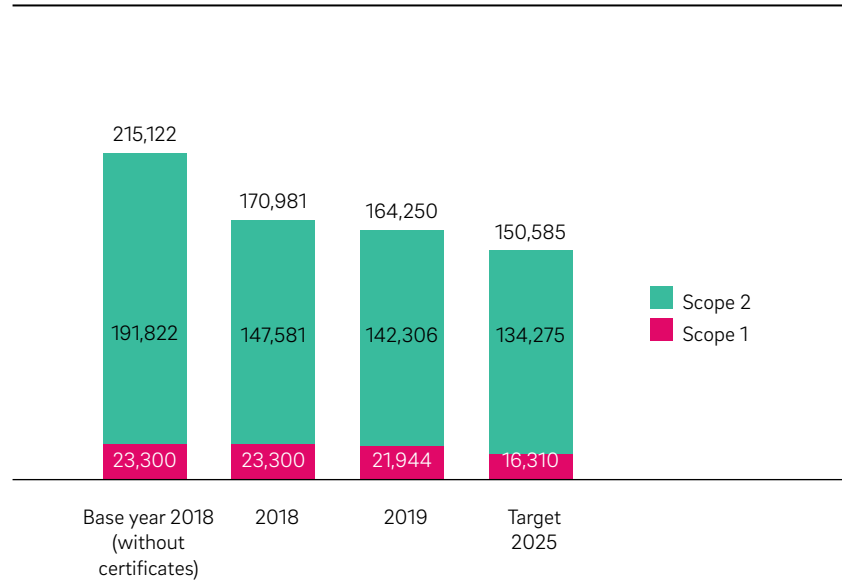
- Clarification of motivation and objectives
- Determining system limits
- Clear definition of the categories
- Establishing the relevant categories by impact
- First inspection/identification of emission sources

The first three process steps were completed by the end of the reporting period. Further steps and the first analyses are planned for 2020.

Of the electricity for our factories, 20.3% comes from renewable energy sources. The guarantees of origin for our green energy are properly validated in the register of guarantees of origin to avoid double counting. With regard to the CO<sub>2</sub>-e emissions, the previous sustainability goal was: reduction of the revenue-related CO<sub>2</sub>-e footprint by 25% from the base year 2009 to 2020. We achieved this goal by 2016 and are now exceeding it (the reduction, as of 2019, stood at 29.8%).

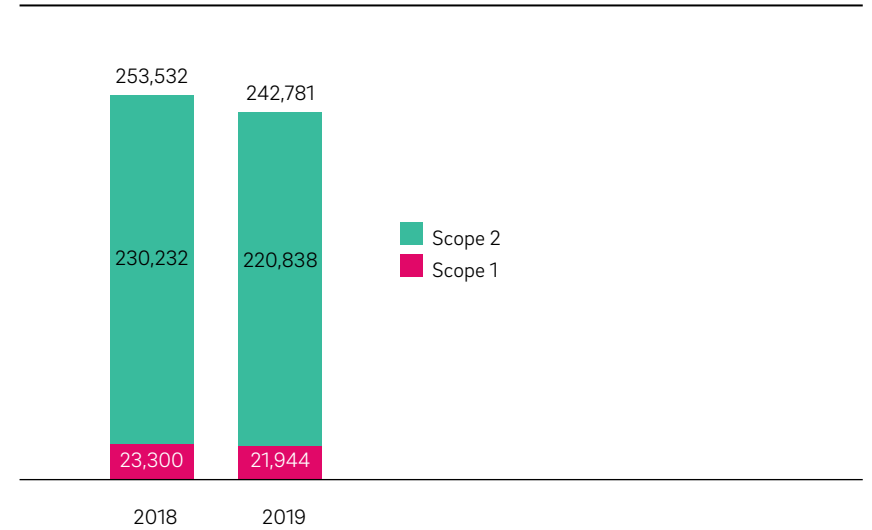
A revision of objectives within the scope of the sustainability strategy 2030 was announced in the Sustainability Report for the years 2017/2018. The new objective now moves away from a revenue-based target and towards an absolute target. The basis is the total emission volume in 2018 – 215,122 tons of CO<sub>2</sub>-e based on the market from Scope 1 and 2 before purchasing green electricity certificates. Our aim for 2025 is to reduce CO<sub>2</sub>-e by 30% in comparison with the total 2018 emissions specified above.

**23 \_ Market-based greenhouse gas emissions (tCO<sub>2</sub>e)**



"Market-based" = All agreements with energy suppliers and their individual emission factors are included

**24 \_ Location-based greenhouse gas emissions (tCO<sub>2</sub>e)\***



\* Location-based details are only available from 2018 onwards.

"Location-based" = The average emission factors of the respective countries where REHAU has production sites are used to calculate emissions



The base emissions for 2018 were reduced by 23.6% in 2019 through the purchase of green electricity certificates. The target for 2025 is an absolute 150,585 tons of CO<sub>2</sub>e, regardless of the company's growth. Energy management, the further purchase of green electricity certificates and the planned development of own electricity generation from renewable energies will contribute significantly to meeting this target.

By acquiring low-CO<sub>2</sub>e electricity supply contracts, we can already achieve a significantly lower level of emissions compared with a location-based approach.

Ongoing digitalization within the REHAU Group is another tool we can use to reduce emissions, for example, by using video and teleconferencing to reduce the number of business trips. When it comes to mobility, we have therefore revised our business travel guidelines and expanded our negative list for certain company vehicles based on the higher CO<sub>2</sub>e emissions. We intend to avoid domestic flights and rely more on public transport in the future.

Our company vehicle guidelines also provide incentives for choosing more environmentally friendly vehicles when renting company cars. We aim to reduce the average CO<sub>2</sub>e emissions for business trips to less than 100 g/km in the medium term. In addition, we provide employees at our headquarters in Rehau with access to company bikes as an environmentally friendly alternative to cars and public transport.



## GRI 306: Waste

(area of activity: driving forward the circular economy)

→ GRI 103: Management approach, p. 28 ff.

REHAU strives to avoid waste throughout the life cycle of its products. Throughout the company, we record the amount of waste accumulated and categorize it as "hazardous" or "non-hazardous."

We work on the basis that polymers are always recyclable. We consider it an ongoing duty to identify new options for appropriate material recycling, both within our factories and beyond.

→ GRI 301: Materials, p. 31 ff.

Our goal remains to recycle waste materials in the highest quality form possible. The new interdisciplinary project team "Corporate Recycling" was established with the aim of, among other things, improving external material recycling of polymer waste.

The environmentally friendly and legal recycling, treatment and elimination of waste is a top priority at REHAU. We periodically monitor the waste-disposal providers with whom we work on recycling and waste elimination, and assess them in terms of the amount of material disposed of, the size of the company and the cost of wastedisposal.

**GRI 306-2: Waste by type and disposal method**

We have been reducing our production waste for decades by consistently feeding recovered material back into the production cycle. The rate of use for recyclates from recovered material varies between divisions and depends in particular on customer requirements. On average, REHAU has a recycling rate of over 90%. In fact, the recycling rate in the Industrial and Window Solutions divisions is over 95%.

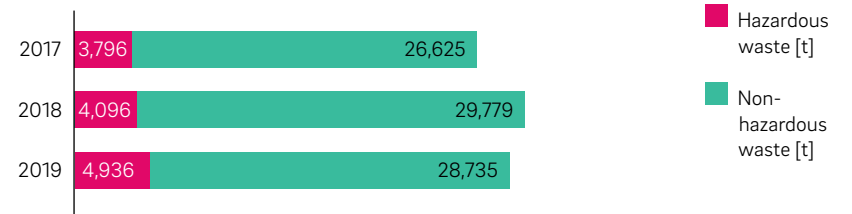
→ GRI 301-2: Recycled input materials used, p. 31 f.

We developed processes as far back as the 1980s to recover and reuse our customers' waste material (post-industrial material). The relevant material is collected, cleaned, shredded, sorted, sometimes refined and then fed back into production.

**25 \_ REHAU Group total global material output (in tons)**



**26 \_ REHAU waste materials EMEA (excluding Asia Pacific and the Americas)**



**27 \_ REHAU Group global waste**





The waste volumes from REHAU factories have been recorded and presented since 2017. We will use 2018 as a reference year for future reductions. Based on this data, we have defined specific targets for each factory in order to meet the needs of the factory-specific and production-related dependencies.

This target could not be reached for **hazardous waste** during the reporting period, one main reason being the commissioning of new lacquering system technology. Problems during the initial phase meant that this process created new sources of waste and higher waste volumes. We expect a significant reduction in hazardous waste in this area in 2020, owing to the stabilization of processes and new treatment methods.

In addition, one system intended for the reduction of hazardous waste was not fully operational at one location. This system is now fit for service again.

Owing to legal and process-related changes, we expect reclassifications of non-hazardous waste into hazardous waste. However, we believe that we will be able to significantly reduce the total amount of hazardous waste in 2020.

In the case of **non-hazardous waste**, the reduction target was met through process improvements, particularly for lacquering systems. We have also made further reductions here for 2020.

One measure for material recycling that is already in full swing is the use of stone dust to purify exhaust air. When it becomes saturated, it is exchanged and 100% of it can be used in another material cycle, for example cement production. The use of activated carbon in exhaust-air purification saves extensive resources, such as natural gas for process-air treatment, while simultaneously reducing CO<sub>2</sub>e emissions.



## GRI 307: Environmental Compliance

(area of activity: accelerating climate protection)

→ GRI 103: Management approach, p. 28 ff.

### GRI 307-1: Non-compliance with environmental laws and regulations

During the reporting period, REHAU received no significant fines or non-monetary sanctions for non-compliance with environmental laws or regulations.

# Social impact

## Employees

### **GRI 103: Management approach (including 103-1, 103-2, 103-3)**

#### **GRI 401: Employment**

#### **GRI 403: Occupational Health and Safety**

#### **GRI 404: Training and Education**

Our corporate culture is based on the values of trust, reliability and innovation. These values also guide our management principles and how we relate to our stakeholders. We want to be a reliable partner, and our actions are driven by these values. We aim to comply with laws, guidelines and market standards, as well as voluntary commitments and internal principles.

REHAU wants to offer its employees a collaborative working environment. Our human resources policy forms the framework which fosters the development of individual employees, as well as the collegial cooperation within the Group – even in an economically challenging environment. At the same time, in order to remain successful in the long term, the company needs to address such things as the demands of increasing digitalization and new mobility trends, and contend with an increasingly volatile economy overall. Currently, one of the greatest challenges in terms of personnel is implementing the necessary reorganization within individual subdivisions in a way that is consistent and fair, while at the same time retaining employees in a competitive employee market and attracting young, able talent, in particular when it comes to digital transformation.

We want to have as clear an understanding as possible of the needs of our employees and have developed several tools to achieve this:

- Consultation days for our employees at all locations across the world
- "Round tables" with members of the Executive Board and top-level HR managers at alternating locations,
- Interactive "all employee calls"

With this tool, which was introduced in 2018, managers can inform all employees about current developments quickly and simultaneously. The needs, problems and questions of employees can be discussed and directly clarified during this session, using a special online tool. A total of four such calls were carried out in 2019. The CEO of the REHAU Group, William Christensen, took those opportunities to provide all employees with a first-hand account of recent business developments and results. The calls were also attended by the President of the Supervisory Board, Jobst Wagner, as well as the CEO of the MERAXIS Group, Dr Stefan Girschik.

Strategically, Human Resources has always been directly embedded in executive management. The Global Head of Human Resources is responsible for operational implementation. The HR functional strategy forms the basis of our personnel work. Its central topics include personnel development, feedback, leadership and talent management.

As part of the employee engagement strategy, various decisions were made in 2019 to improve communication and exchange between the different levels of hierarchy. Our concrete goals are to increase collaborative interaction on an even footing and become more aware of the needs of our employees. To this end, the following measures were implemented and successfully rolled out across the world during the reporting period:

- An international communication and collaboration platform (enterprise social network/app) for all employees worldwide
- Informal interaction, because meaning is more important than hierarchy, and a sense of community, trusting communication and cooperation form an important basis for sustainable success
- Regular feedback via "pulse surveys," in addition to the more time-consuming, large-scale employee surveys (workplace culture surveys with Great Place to Work).



REHAU uses a variety of personnel management tools. These ensure, among other things, that employees act in accordance with the company's strategic goals.

These also include

- the annual performance review (APR) and the target agreements for middle and upper management;
- the use of 360° feedback for personal position determination and personnel development; and
- the integrated talent and performance management process.

The findings we gather through these tools inform our considerations for the company's development.

The identification and continuous development of special potential among employees in our own company is a key success factor for the future of REHAU. To this end, we implemented a holistic process worldwide in 2019, covering performance management, individual development and succession planning, initially for management levels E0 to E2. It was designed both to improve leadership behaviour at REHAU and consistently drive the cultural transformation we are seeking forward. A structured self-assessment also enables employees to actively shape their own development within the company.

Workplace health and safety is another important matter within the REHAU Group. We aim to promote the physical and psychological health and social well-being of all our employees. Furthermore, we want to encourage employees and managers to establish their own resources independently, in order to better meet the requirements of everyday work. We support them in this endeavour via numerous health-promotion programs. In addition to regular drop-in sessions with our company doctor, blood donations and vaccination programs, health days take place with external service providers at least once a year. The set-ups of our locations around the world are as diverse as the local cultures and structures.

We strive to maintain long-term employment relationships. We offer a range of programs to help our employees develop their skills and qualifications. Our talent management program pursues a holistic approach, including recruitment and development of trainees, guiding the next generation of employees from academia into their first target roles, and personnel development programs for technical employees, managers and project managers.

We have also been expanding our activities around work-life balance for several years, and offer our employees a variety of different programs for whatever their stage of life. A high level of flexibility in terms of hours and location is a key part of REHAU's implementation of this workplace transformation. To help employees balance work and family life, REHAU has introduced, among other measures, part-time models, flexible working locations for all administrative staff (mobile working) and, at our administrative site in Erlangen, childcare. There are 12 places permanently available for children of our employees at the St. Kunigund nursery, which is very close to the company building. Our employees also have the option of taking sabbaticals.

## GRI 401: Employment

→ GRI 103: Management approach, p. 40 f.

### **GRI 401-1: New employee hires and employee turnover**

At the end of 2019, the REHAU Group employed 19,928 members of staff (2018: 20,729), of which 7,935 (2018: 8,186) worked in administrative roles. The number of REHAU Group employees fell by 3.9% compared with the previous year (2018: +1.7%).

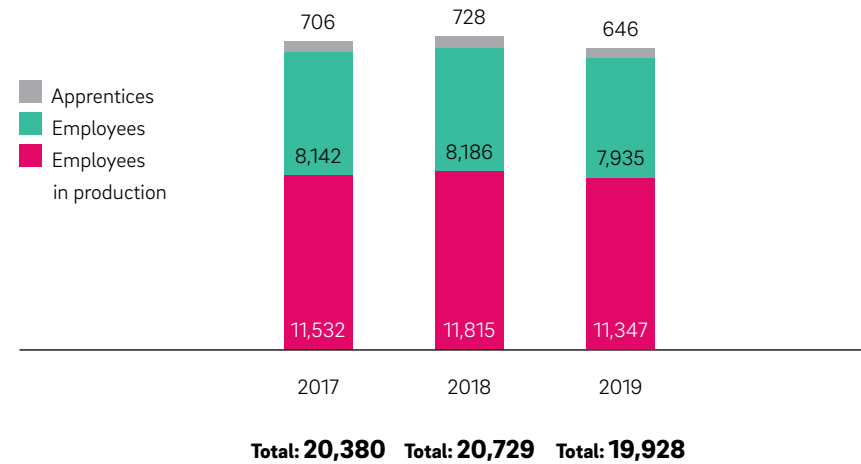
→ You can find more employee figures under GRI 102-8, p. 6 ff.

The global turnover rate was 5.9% in 2019 (2018: 5.8%).  
This represents a 0.1% rise compared with the previous year (2018: 0.6%).

## 28 \_ Employee turnover number

	2017	2018	2019
<b>Americas</b>	<b>2,934</b>	<b>2,679</b>	<b>2,507</b>
	11.5%	14.2%	12.9%
<b>Asia Pacific</b>	<b>1,566</b>	<b>1,611</b>	<b>1,426</b>
	12.6%	4.1%	2.1%
<b>EMEA</b>	<b>15,880</b>	<b>16,439</b>	<b>15,995</b>
	3.2%	4.5%	5.2%
<b>Total</b>	<b>20,380</b>	<b>20,729</b>	<b>19,928</b>
	5.2%	5.8%	5.9%

## 29 \_ Number of employees by employment status



### GRI 401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees

All company benefits within the REHAU Group are given to full-time and part-time employees alike. Both can take advantage of the wide range of mobile working options, for example. These benefits are country-specific.



In Germany, REHAU offers, for example, the following precautionary measures:

- Offers for the company-organized pension scheme (contributions to capital formation)
- Financing for early retirement, as well as exemption phases via working time accounts
- Additional accident and overseas health insurance for work-related accidents during business trips
- Support in the event of bereavement
- Various health service options
- Offer of REHAU products via our in-house retail

In addition, we offer special rates via our partners for:

- Building services (windows, furniture)
- Insurance (life, disability and supplementary health insurance)
- Bank loans
- Bicycle leasing via deferred compensation
- PC/mobile device leasing via deferred compensation
- Shopping at various external suppliers via corporate benefits

## GRI 403: Occupational Health and Safety

→ GRI 103: Management approach, p. 40 f.

### **GRI 403-1: Management system for occupational health and safety**

### **GRI 403-4: Employee participation, consultation and communication for Occupational Health and Safety**

### **GRI 403-8: Employees covered by a management system for occupational health and safety**

We are gradually introducing an HSE management system (HSE = health, safety, environment) at all our production sites around the world, in accordance with the standards ISO 14001 and ISO 45001. This process will be continued in 2020. The main change in comparison with the previous management approach is the additional compliance with the recently published DIN standard ISO 45001. The ISO 14001 standard is already externally certified almost everywhere across the world. The rules and procedures of the REHAU Group that apply to all employees were adapted over the course of the restructuring during the reporting year. At the same time, the first six sites were externally certified to the new ISO 45001 in 2019. Six additional sites will follow suit in 2020.

In order to keep employees up to date about relevant HSE operations at their site, the HSE management committee meets once every quarter. During this meeting, a group of participants with HSE tasks are informed about relevant HSE operations (changes, incidents and KPIs/objectives), and we document important developments and decisions. This information and any relevant decisions are passed on to all employees on a site-specific basis through the daily work of this group of participants.

**GRI 403-2: Hazard identification, risk assessment and incident investigation**

**GRI 403-7: Prevention and mitigation of effects on occupational health and safety deriving directly from business activities**

**GRI 403-9: Work-related injuries**

The central HSE department and local on-site HSE officers support the respective executive managers in the assessment of possible hazards for employees in production and administration. The health and safety of our employees is paramount, which is why we deliberately exceed the minimum standards.

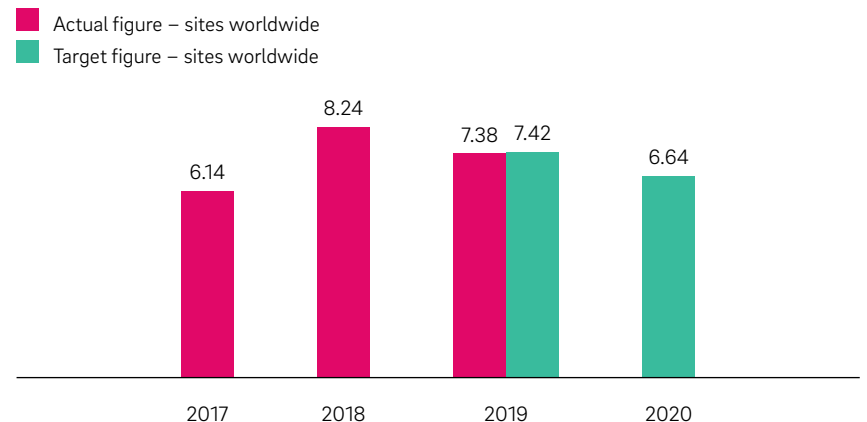
The REHAU occupational health and safety policy is based on the principle that all work-related accidents and illnesses are preventable.

- 🌐 Principles – sustainability, environmental protection, occupational health and safety protection, security
- 🌐 Find out more about workplace safety

We would like to improve health and safety in the workplace further and are thus implementing numerous measures in addition to the annual employee training. For example, the COMET analyses (REHAU system for globally standardized accident analysis) should aid in determining the causes of work-related accidents.

We updated and extended our internal rules and procedures for workplace safety during the reporting year. With this revision, the risk assessment became a global standard at REHAU. It is a central tool and the key to reducing the number of work-related accidents and illnesses, as well as damage to the environment and buildings. The aim is to systematically identify and assess risks and employee stressors in the workplace, as well as establishing the required protective measures.

**30 \_ Accidents resulting in > 3 days of absence per million working hours**



The number of accidents resulting in absences of longer than three days was thus reduced during the reporting year. In addition, our guidelines for reporting and investigating incidents/accidents have been adjusted. Among other things, we clarified the responsibilities and process steps to be followed in the event of an incident/accident. This will better ensure that we as a company can determine root causes and derive the corresponding corrective actions. We hope to achieve a further decrease in the number of accidents in 2020.

We also updated our internal rules and procedures for visitor and contractor safety during this reporting year. The system developed – including the relevant documentation and monitoring – serves to ensure that tasks and visits to the site are carried out in a safe and environmentally friendly way. Visitors and contractors will receive safety instructions as needed. Third-party contracts are awarded with an assessment of the respective potential risks. This enables us to take situation-specific action in order to minimize or prevent incidents and accidents.

**GRI 403-3: Occupational health services**

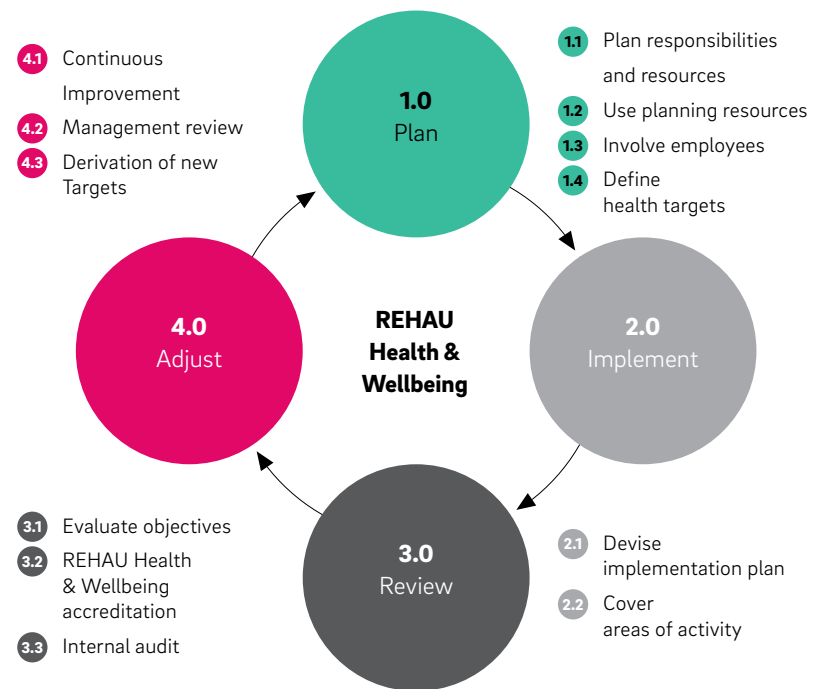
**GRI 403-6: Promoting the health of employees**

**GRI 403-10: Work-related illnesses**

The task of REHAU Health & Wellbeing is to supervise occupational health management within the Group and to oversee its integration in all company processes. Maintaining and supporting the health and well-being of our employees is our main objective. Responsible interaction with one another includes strengthening the health potential of our employees, preventing health risks in the workplace and improving overall well-being. Safe and healthy working conditions also have a positive effect on the satisfaction and motivation of employees.

Our health management also aims to increase the competitiveness of the company and to create a long-term health culture through higher levels of motivation and a reduction in illness-related costs.

**31 \_ REHAU health management**



Occupational health management undergoes an annual four-stage process at REHAU. This is to ensure its quality and feasibility. We involve medical specialists in accordance with the respective country laws from the very beginning of this process. An internal REHAU contact person ensures that the medical specialist is involved throughout the whole occupational health management operation.

There is no indication that employees at REHAU experience a higher rate of illness or greater health risks due to their occupational activities. We promote the health of our employees at our administration locations, branch offices and factories, and offer a number of initiatives to this end. For example, regular health days are held in Rehau, Erlangen, Velen and Feuchtwangen, which give employees the opportunity to assess their levels of health and fitness. During the last health day in Erlangen, our local employees had the opportunity to measure their heart rate variability and have a body check (Futrex® analysis) performed.

We also support our employees' exercise activities on a local basis, for example, by contributing to local gym memberships, sponsoring regional company runs and supporting our employees' sports groups.

#### **GRI 403-5: Employee training in occupational health and safety**

The REHAU HSE management system is managed, continuously updated and globally coordinated by the HSE department. A cornerstone of our HSE management system is the requirement for all employees to be suitably qualified to carry out their tasks. This ensures that all statutory requirements, as well as the HSE qualifications needed for each job, are introduced and complied with as necessary for each site. A local HSE coordinator monitors the minimum qualification requirement of employees with HSE tasks using a target-actual comparison, and reports to the global head of HSE at least once a year.

## **GRI 404: Training and Education**

→ GRI 103: Management approach, p. 40 f.

### **GRI 404-1: Average hours of training per year per employee**

The comprehensive skill development and qualification offers are bundled under the REHAU ACADEMY umbrella at REHAU and can be used by employees and managers, as well as by trainees, where needed. Specific specialist skills are taught in the division academies. In 2019, a total of 8,380 participants were trained via classroom sessions, and 15,400 e-learning courses were taken on various topics at the administrative locations. At the moment, it is very difficult to display the average hours of training per year per employee based on the current system. We are working on achieving this for future reports.

Of the 19,928 members of staff employed by REHAU on 31 December 2019, (2018: 20,729) 646 (2018: 728) were undergoing professional training (including combined study). We are currently providing training for 15 career pathways.

The number of trainees at REHAU fell from 624 in 2018 to 580 in 2019. As in the previous year, around 20% of the trainees were women. In 2019, of the 174 (2018: 165) trainees who completed their training, 79% (2018: 87%) were hired by the company.

### **GRI 404-2: Programs for upgrading employee skills and transition assistance programs**

The REHAU ACADEMY enables life-long work-related learning. A wide range of seminars, workshops and e-learning programs, as well as a variety of qualification modules, are available on an internal portal. We will provide further details about the general focus of the REHAU ACADEMY in the 2020 Sustainability Report.



We provide regular onboarding seminars for new employees. We have developed the "fit for leadership" program for employees who are taking on leadership responsibilities for the first time. All employees are empowered to take an active role in their personal and professional development, and plan this in collaboration with their manager.

Various internal instructors have used the "Lunch and learn" event format at the Erlangen and Rehau sites to pass on their specialist knowledge to interested parties via short presentations during this reporting period. Topics included digitalization, collaboration methods and "agile experience days."

In general, we want to offer our employees a diverse, productive working environment, promote talent and help everyone reach their career goals.

We also invest in targeted special development programs, such as those for (prospective) managers:

#### **International trainee program**

The international REHAU trainee program is a key pillar of REHAU's integrated personnel development system. The main goal is to systematically promote the next generation of employees and create an international, cross-divisional pool of experts and potential future managers. Participants are given social, methodological and inter-cultural training in an off-the-job context. An interdisciplinary, international project forms an integral part of the program. In 2019, the theme was the "circular economy" as an important future element of the sustainability strategy. A total of eight trainees (Bachelor's and Master's graduates) from four different countries (Germany, South Africa, China, USA) took part in our trainee program during the reporting period.

#### **Management Development Program**

The Management Development Program (MDP) takes place every two years. It consists of six off-the-job modules, which are carried out at different REHAU locations across the world. The modules combine different didactic approaches and methods (classroom training, peer coaching, case studies, feedback, virtual training units, project work, etc.) with the aim of improving participants' management and strategy skills, as well as their change competence. They also involve customer and factory visits. The participants assume responsibility for sharing knowledge within their workplace and act as multipliers for cross-topic, cross-divisional thinking. The MDP trains managers around the world from within the company, providing the next generation of talent to fill key positions. The program fosters international and cross-divisional networks and knowledge exchange throughout the company. During the reporting period, 16 REHAU managers from 12 different countries successfully completed the program.

### **The GROW Development Program**

The GROW program was introduced in 2016 and is aimed at prospective managers, as well as specialists in Europe. Junior staff members from a range of different disciplines and cultures work as a team to develop their individual strengths and improve their leadership, change management and social skills. In addition to equipping participants with various tools, the aim is to create a network of employees that spans divisions and countries. A new GROW program is launched each year and comprises five modules that are completed over the course of 15 months. A total of 14 employees successfully completed the GROW program in 2019, and a further 29 employees took part. Seven different countries were represented in total: Germany, Russia, Hungary, Czechia, Poland, Latvia and India. Our aim is to achieve an even greater mix of groups drawn equally from across the various areas (divisions, factories, sales, administration), with an even gender distribution and an international focus.

→ GRI 405: Diversity and Equal Opportunity, p. 50 f.

### **Development program for area sales managers**

Our sales program was not implemented during the reporting period, as we did not have a sufficiently large group of participants. However, we intend to relaunch this program in 2021 with a new concept.

### **GRI 404-3: Percentage of employees receiving regular performance and career development reviews**

We want to be an attractive employer and foster a culture of constructive feedback. We have been implementing a variety of personnel management tools at REHAU for many years. During the reporting period, we implemented a wide range of assessment tools and measures aimed at improving communication and exchange of feedback. Hence, we introduced 360° feedback for managers.

All employees take part in an annual performance review. Middle management upwards (level E2) receive binding annual targets that form the basis of bonus payments. Potential and development opportunities are also assessed and decided in the integrated performance and talent management system.

## **Diversity and human rights**

### **GRI 103: Management approach for diversity and human rights (including 103-1, 103-2, 103-3)**

#### **GRI 405: Diversity and Equal Opportunity**

#### **GRI 406: Non-discrimination**

#### **GRI 407: Freedom of Association and Collective Bargaining**

#### **GRI 408: Child Labor**

#### **GRI 412: Human Rights Assessment**

Diversity is an important topic at REHAU given the company's decades of international presence. Promoting diversity is one of the four key areas of activity for our sustainability strategy revised in 2019. We believe that a culture of mutual tolerance and respect is essential to achieving our goals as a company.

Major topics for us in this area of activity include:

- work-life balance
- equal opportunities and gender diversity
- cultural diversity

REHAU conforms to the core labour standards of the International Labour Organization (ILO). The overwhelming majority of REHAU Group employees work in EU member states, where the ILO standards are enshrined in law. REHAU naturally complies with national legal requirements. As a company headquartered in Germany, REHAU also abides by the principles of the Organization for Economic Co-operation and Development (OECD).



We also commit to observing internationally recognized human rights and basic principles of business ethics. During this reporting period, the Global Executive Board agreed to sign the Global Compact of the United Nations. It was signed and thus officially came into effect in spring 2020. However, we had already recognized the ten principles of the Global Compact independently much earlier and integrated them into our Code of Conduct. In doing so, we commit, among other things, to upholding freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced labour and the abolition of child labour, and the elimination of discrimination in respect of employment and occupation.

We have set out a binding behavioural code for our staff in our Employee Code of Conduct, which is available to all REHAU employees around the world. The Code of Conduct states, among other things, that discrimination based on ethnic origin, gender, religion, ideology, disability, age, sexual identity or other personal traits is unacceptable at REHAU.

We stipulate that all strategic suppliers must sign the Supplier Code of Conduct. They thus commit, among other things, to refrain from any sort of discrimination and to protect human rights.

- 🌐 Employee Code of Conduct
- 🌐 Supplier Code of Conduct
- Supply chain, p. 21 ff.



## Targets for promoting diversity

Targets	Deadline	Status	Reached	Page
Minimum proportion of 15% women in management positions	2025	There was a slight increase to 12.3% during the reporting period.	🕒	50
Provision of a wide range of education and training options for all employees	Ongoing	The range of education and training options was further extended during the reporting period with the addition of new e-learning programs.	●	46 ff.
Regular consultations and dialogue arrangements to increase employee satisfaction and involvement	Ongoing	Introduction of regular all-employee calls, as well as further development of the intranet into an interactive platform for all employees.	●	40 f.
Mixed teams as standard in project teams, as well as education and training programs	Ongoing	Definition of initial "diversity dimensions" as a measured variable and prerequisite for the development of training programs.	○	48 f.

● Target achieved   🕒 Target partially achieved   ○ Target not achieved



## GRI 405: Diversity and equal opportunity

(area of activity: promoting diversity)

→ GRI 103: Management approach, p. 40 f.

### GRI 405-1: Diversity of governance bodies and employees

We want to create a culture of mutual tolerance and respect at all REHAU Group locations, and we explicitly oppose any kind of discrimination. We promote diversity within our company and consider it a matter of course that men and women be treated equally. We were able to slightly increase the proportion of women in management positions during this reporting period.

→ GRI 102-8: Information on employees and other workers, p. 06 ff.

Given the relevance of diversity as a topic, we have, since 2018, been actively supporting the Diversity Charter, the Companies Integrate Refugees network, as well as the German Development Aid for Housing and Settlements.

Our administrative sites and factories have been collaborating with workshops for the disabled for decades. As of 2019, we've been working with 13 facilities in Germany.



### 32 \_ Women in management roles



### 33 \_ Number of employees by age group and gender

	2017	2018	2019
<b>Under 30</b>	<b>4,941</b>	<b>4,895</b>	<b>4,488</b>
other	–	2	3
Female	1,492	1,347	1,226
Male	3,511	3,546	3,259
<b>30–49 years</b>	<b>10,694</b>	<b>10,856</b>	<b>10,475</b>
other	–	–	2
Female	3,097	3,164	3,005
Male	7,597	7,692	7,468
<b>50+</b>	<b>4,505</b>	<b>4,715</b>	<b>4,754</b>
other	–	1	2
Female	1,105	1,169	1,192
Male	3,400	3,545	3,560
<b>Total</b>	<b>20,140</b>	<b>20,466</b>	<b>19,717</b>

### 34 \_ Age group by region (%) and number of employees

	2017	2018	2019
<b>Under 30</b>	<b>4,941</b>	<b>4,895</b>	<b>4,488</b>
Americas	27%	23%	25%
Asia Pacific	34%	36%	32%
EMEA	23%	23%	22%
<b>30–49 years</b>	<b>10,694</b>	<b>10,856</b>	<b>10,475</b>
Americas	52%	54%	54%
Asia Pacific	62%	59%	62%
EMEA	52%	54%	52%
<b>50+</b>	<b>4,505</b>	<b>4,715</b>	<b>4,754</b>
Americas	21%	23%	22%
Asia Pacific	4%	4%	5%
EMEA	25%	25%	26%
<b>Total</b>	<b>20,140</b>	<b>20,466</b>	<b>19,717</b>



## GRI 406: Non-discrimination

(area of activity: promoting diversity)

→ GRI 103: Management approach, p. 40 f.

### GRI 406-1: Incidents of discrimination and corrective actions taken

Discrimination includes any type of verbal or physical harassment, as well as sexual misconduct. The threat of harassment or the creation of an intimidating atmosphere are also unacceptable. Employees have the right to use the existing complaints process without reprisal. In 2019, a project was launched to achieve better transparency when handling sexual harassment.

The objectives are:

- to formalize the rules at REHAU in a clear and transparent manner,
- to improve awareness about this topic, and
- to support those affected via easily accessible complaints processes.

→ Ethics and compliance, p. 15 ff.

No cases of discrimination were reported during the period under review.

## GRI 407: Freedom of association and collective bargaining

→ GRI 103: Management approach, p. 48 f.

### GRI 407-1: Production sites and suppliers where the right to freedom of association and collective bargaining may be under threat

We are committed to ensuring fair working conditions across all of our locations. We expect our suppliers to comply with the relevant laws and collective agreements, too. No cases of violation of or threat to freedom of association and collective bargaining were reported during the period under review.

## GRI 408: Child Labour

→ GRI 103: Management approach, p. 48 f.

### GRI 408-1: Production sites and suppliers with a significant risk of child labour cases

We reject all forms of child labour and forced labour and have a zero-tolerance policy on this topic when it comes to our suppliers. We are not aware of any sites or suppliers that have or have had a significant risk of child labour cases. None of our audits during the reporting period revealed any indications of child labour or forced labour.

## GRI 412: Human Rights Assessment

→ GRI 103: Management approach, p. 48 f.

### GRI 412-1: Production sites where a human rights assessment or human rights impact assessment was carried out

During the reporting period, we developed an initial basic concept for the implementation of the National Action Plan for Business and Human Rights (NAP) and appointed an ethics and human rights officer. We worked with our sustainability management team towards developing a social audit, based on the employee consultation days and factory inspections regarding social issues that have been carried out on a regular basis for several years. In addition, the sustainability

management team will carry out a human rights risk assessment for countries outside of Europe based on the public CSR Risk Check. In 2019, "Social Audit Plants" was carried out for the first time in three factories in India, among others. As of 2020, factories where we have identified a specific risk will be audited every year, and all other factories will be audited every two years as of 2021.

 CSR Risk Check

#### **GRI 412-2: Employee training on human rights policies and procedures**

Thus far, we have not yet carried out any specific training on human rights policies or REHAU's NAP concept. In 2019, the Sustainability Officer and the Ethics and Human Rights Officer underwent external training.

The topic will be systematically addressed as part of the social audits at REHAU factories, with training provided from 2020 onwards. Existing HR factory checklists on the topic of human rights have been expanded and a database created to provide easy access to information on regions in countries classified as high risk.

In 2020, we plan to introduce an international format on the REHAU intranet that will provide all employees with regular information on the subject, as part of our "Sustainable Fridays" program.

## Social involvement

### GRI 413: Local Communities

#### **GRI 103: Management approach (including 103-1, 103-2, 103-3)**

As a globally active company and responsible employer, REHAU extends its commitment beyond its actual business activities. We aim to implement our corporate principle of "think global, act local" beyond our factory walls in the form of small-scale local projects. We promote environmental, economic, social and cultural interests in a wide range of social areas at our 170 or so locations around the world, according to the region. In doing so, we are aiming for long-term social responsibility instead of focusing on ad-hoc or short-term activities.

Our donation and sponsorship guidelines have been defined internally.

#### **35 \_ Donations and sponsorship expenditure (Germany)**

	2017	2018	2019
Donations	EUR 23,594	EUR 24,169	EUR 29,111
Sponsorship	EUR 283,141	EUR 340,638	EUR 240,821

Corporate volunteering is increasingly a part of our social involvement. We help our employees volunteer in a wide range of different areas – for example, in the fire department, in schools, in workshops for the disabled or in chambers of commerce – by giving them time off or providing them with resources. This personal involvement by employees contributes to society, promotes personal growth and fosters mutual understanding.

#### **GRI 413-1: Operations with local community engagement, impact assessments and development programs**

In accordance with our donation guidelines, we predominantly support projects with a direct link to REHAU, either because of their proximity to our locations or because REHAU employees are active within the organization in question.

During the reporting period, we once again supported a variety of projects in the areas of education, health, the environment, social issues, sport and culture, as the following examples show:

REHAU helps students prepare themselves for work at various locations.

We primarily support projects which focus on the STEM subjects (science, technology, engineering, mathematics). The German association "TfK – Technik für Kinder e.V." aims to spark children's interest in science as early as possible.

TfK, REHAU and the local primary schools introduced 36 pupils in their fourth and fifth years of schooling to the topic of technology through a joint project in 2019. Under the guidance of REHAU trainees, they were able to experiment and explore everyday objects and their functions.

#### Junior staff development

The Boxdorfer workshop is a facility for the rehabilitation and participation of people with disabilities. Its mission is to offer work-related education and suitable employment that meets the needs of the target group, thus nurturing personality development. The Boxdorfer workshop is one of numerous partner workshops with which we collaborate throughout the country. In 2019, we had the first exchange of our trainees with the employees of the Boxdorfer workshop via corporate volunteering. Our trainees were able to familiarize themselves with various areas of work and support the employees as they carried out their tasks.

#### Boxdorfer workshop (in German)

The "Maggie" project run by DMOA, a team of Belgian architects and engineers, gives displaced people in conflict regions safe shelter and enables access to healthcare and education. In order to adapt temporary housing to the difficult climatic conditions in the Sharya refugee camp in northern Iraq, REHAU contributed its technical expertise to the project "Maggie goes to Yazidi" in 2019 and donated modern surface heating systems.

#### Maggie

REHAU UK has been supporting the British organization Scope, a charity that campaigns for the rights of people with disabilities, since 2017. Last year, Laurence Chowensmith, National Sales Manager at REHAU and experienced marathon runner, ran the London Marathon in aid of Scope. In 2018 and 2019, more than EUR 10,000 was raised through REHAU for Scope.

#### Scope

#### **GRI 413-2: Operations with significant actual and potential negative impacts on local communities**

We are not aware of any REHAU operations with significant actual or potential negative impacts on local communities. We support social projects around the world as part of our sustainability initiatives.

In doing so, we aim to improve conditions in the local area and actively support the achievement of the Sustainable Development Goals (SDGs).

# Report profile

This Sustainability Report evaluates the activities of the REHAU Group in 2019 and, where specifically mentioned, REHAU AG + Co, and provides an overview of our values, goals and sustainability activities.

The content of this Sustainability Report follows the GRI standards of the Global Reporting Initiative (GRI) in accordance with the "Core" option. We want to offer our stakeholders transparent information about our main areas of activity, our measures, targets and key figures.

The REHAU Group decided on a new strategic focus this reporting year. It indicates how we can better connect and expand our sustainability knowledge in order to integrate the topic of sustainability more firmly into our business divisions and processes. In the new strategy, we have established new goals and KPIs relating to the key areas of activity: sustainable growth, accelerating climate protection, driving forward the circular economy and promoting diversity. These areas of activity form the basis for this Sustainability Report.

→Strategy, p. 10 f.

To offer a holistic overview of our business activities, we have provided further GRI information in addition to the topic-specific GRI information associated with our main areas of activity.

→GRI 102-47: List of material topics, p. 56

All environmental key figures refer to REHAU Group production sites, unless otherwise indicated.

In all its locations, REHAU operates according to internationally applicable standards such as ISO 9001 and IATF 16949 in the automotive sector, and according to relevant industry/customer standards and quality guidelines. Our own in-house guidelines, methodological standards and tools provide a further basis for profitable, high-quality development, product manufacturing and service provision.

REHAU conserves resources across its production, sales and administration functions. Starting in 2011, all of our production sites have gradually been certified according to the ISO 14001 environmental management systems standard. Currently, 98% of our production volume is manufactured in factories that are certified according to the 14001:2015 standard.

→ Environmental impact, p. 28 ff.

In addition to numerous internal guidelines and policies, we adhere to the ten principles of the UN Global Compact. Our 2030 sustainability strategy and the four areas of activity mentioned above are based on the United Nations' Sustainable Development Goals (SDGs). REHAU considers itself responsible for contributing to the SDGs. This report documents the relevant SDGs for each area and demonstrates how REHAU is contributing to sustainable development.

- Company values, p. 13
- 🌐 UN Global Compact
- 🌐 The UN's Sustainable Development Goals

In the areas of occupational safety, health, energy consumption and emissions, external auditors from TÜV Rheinland have confirmed the accuracy of the data. The content of the report has also been verified by the responsible technical employees.

- 🌐 ISO certifications

The report is available in English and German. Further information about our company and our sustainability initiatives can be found on our website.

- 🌐 REHAU sustainability

Our last Sustainability Report was published in February 2020 and was entitled "Sustainability Report 2017/2018." The current Sustainability Report was published in October 2020 with the title "Sustainability Report 2019." The editorial deadline for this report was August 2020. Our next report will be published in 2021.

#### Editor's note:

To improve readability, we have sometimes used the masculine form to refer to all genders. In doing so, it is not our intention to discriminate against other genders; all personal designations refer to all gender identities.

## Reporting method

### GRI 102-45: Entities included in the consolidated financial statements

The entities included in REHAU AG + Co's Annual Report are described in detail in the Management Report for the 2019 financial year in the chapter Financial, asset and income performance as well as financial performance indicators.

### GRI 102-46: Defining report content and topic boundaries

We updated our sustainability strategy via a comprehensive process during the reporting year. Four key areas of activity were established based on internal surveys, the approaches of different internal and external stakeholders, as well as external factors. Top KPIs were developed and goals were established in cooperation with the respective specialist departments.

→Strategy, p. 10 f.

The areas of activity and the allocated topic-specific GRI standards are listed under the section GRI 102-47.

### GRI 102-47: List of material topics

Areas of activity	Topic-specific Standards	Page
Sustainable growth	GRI 201: Economic Performance	25 f.
	GRI 203: Indirect Economic Impacts	27
	GRI 205: Anti-corruption	16 f.
	GRI 206: Anti-competitive behaviour	17
Driving forward the circular economy	GRI 301: Materials	31 f.
	GRI 306: Waste	37 ff.
	GRI 307: Environmental Compliance	39
	GRI 308: Environmental assessment of suppliers	22
Accelerating climate protection	GRI 302: Energy	33
	GRI 305: Emissions	35 ff.
Promoting diversity	GRI 401: Employment	41 ff.
	GRI 403: Occupational Health and Safety	43 ff.
	GRI 404: Training and Education	46 ff.
	GRI 405: Diversity and Equal Opportunity	50 f.
	GRI 406: Non-discrimination	52
	GRI 412: Human Rights Assessment	52
GRI 414: Supplier Social Assessment	23	

To meet the transparency requirements for relevant ratings, we have expanded the report to include the following topic-specific standards:

- GRI 303: Water
- GRI 304: Biodiversity
- GRI 407: Freedom of Association and Collective Bargaining
- GRI 408: Child Labour
- GRI 413: Local Communities
- GRI 419: Socioeconomic compliance



## Further information

### **GRI 102-48: New presentation of information**

Company chapter: In order to flesh out the guiding theme of sustainability for our company, we have developed a new sustainability strategy during the reporting year.

→ Strategy, p. 10 ff.

In addition, we have changed our reporting to reflect the total number of property rights granted worldwide. This will allow us to take the internationality of our organization into account to a greater extent.

Supply chain chapter: This chapter was renamed "Supply chain" instead of "Suppliers" for this report.

Management approach for supply chain: In September 2018, REHAU Verwaltungszentrale AG and MB Barter & Trading AG arranged a takeover agreement to jointly establish a leading, independent company for polymer-based solutions in the trade and procurement sector. On 1 January 2019, the newly founded company began trading under the name MERAXIS Group. In mid-2019, the procurement department at REHAU was reorganized, and strategic purchasing was separated into two companies.

→ Supply chain, p. 21 ff.

Resource conservation: The key figures for recycling were revised in 2019 because the reporting had not previously been coordinated between the divisions. This has now been adjusted and standardized, but it means the new figures are not comparable with the figures reported in previous years. The figures now relate to the production volume of the factories in EMEA and are categorized based on EN ISO 14021.

→ GRI 301-2: Recycled input materials used, p. 31 f.

Emissions: As a result of the revision of the sustainability strategy, the process for determining and reporting climate data was also adapted. During the current reporting year, REHAU began to revise its climate reporting process. Hitherto, REHAU had been able to report its own emissions according to Scope 1 and those based on energy it purchased and used according to Scope 2 under the Greenhouse Gas (GHG) Protocol. With this Sustainability Report, REHAU can now also provide location-based information for Scope 2. However, this cannot be reported retrospectively for the last few years, as the nature of the data available is too rudimentary.

→ GRI 305: Emissions, p. 35 ff.

### **GRI 102-49: Changes to reporting**

This Sustainability Report has been created according to GRI standards for the second time. The chapters of this report are structured according to the divisions of the GRI standards into General Disclosures and Topic-specific Standards (economic impact, environmental impact, social impact).

### **GRI 102-50: Reporting period**

1/1/2019 to 31/12/2019.

**GRI 102-51: Date of most recent report**

The last report was published in February 2019. Reporting period: 1/1/2017 to 31/12/2018.

**GRI 102-52: Reporting cycle**

The Sustainability Report is published every year.

**GRI 102-53: Contact for questions regarding the report**

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- Legal notice, p. 59

**GRI 102-54: Claims of reporting in accordance with the GRI Standards**

The topics and key figures presented in this report are compiled in accordance with the Global Reporting Initiative (GRI) standards "Core" option.

The listed GRI standards were published in 2016, with the exception of the GRI standard 303: Water and wastewater, as well as GRI 403: Occupational health and safety protection; both specified GRI standards were published in 2018.

**GRI 102-55: GRI content index**

This report, which takes the form of a sustainability assessment, states the GRI standards used.

**GRI 102-56: External assurance**

In the areas of occupational safety, health, energy consumption and emissions, external auditors from TÜV Rheinland have confirmed the accuracy of the data.

 ISO certifications

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