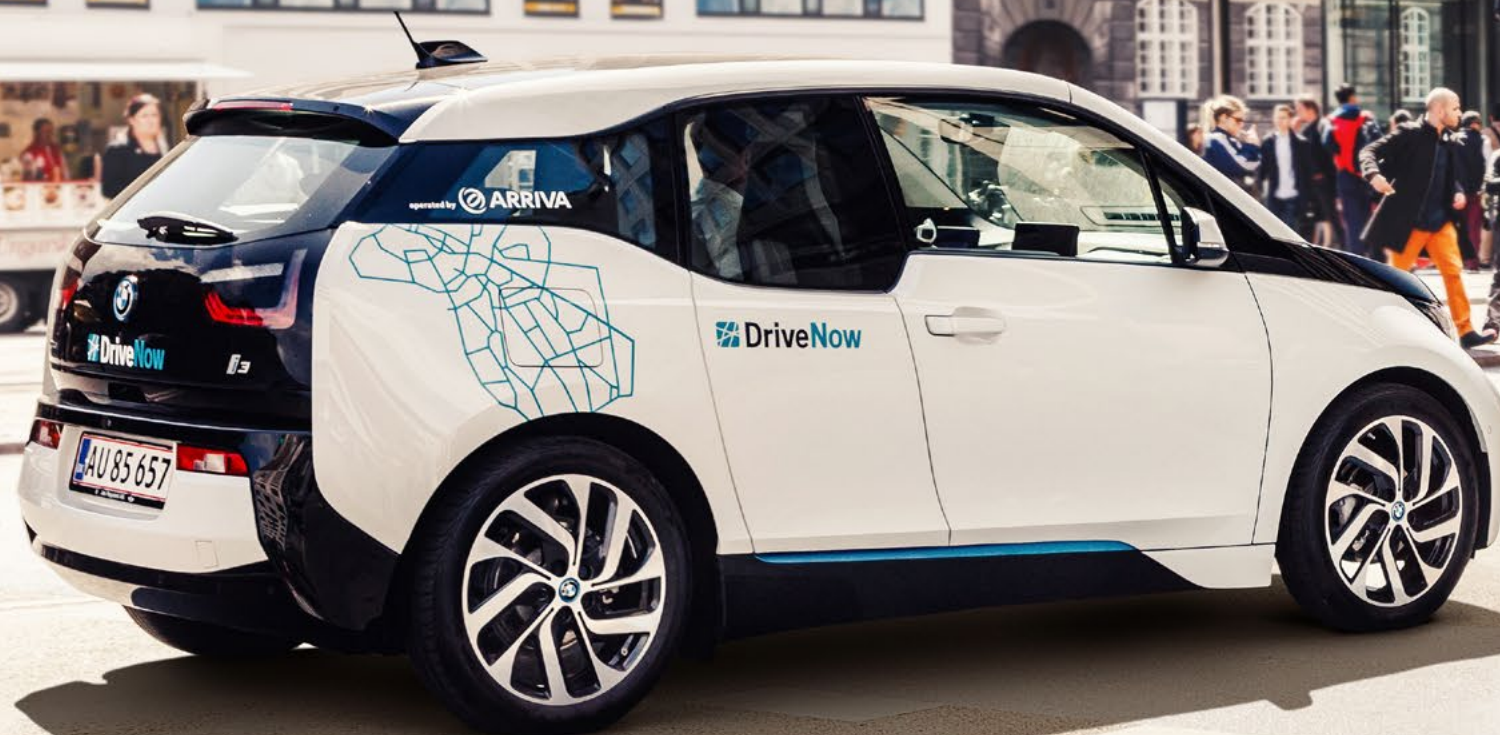


# SUSTAINABLE VALUE REPORT 2015



## ACTING SUSTAINABLY ACHIEVING OBJECTIVES

**BMW  
GROUP**

THE NEXT  
100 YEARS 



Rolls-Royce  
Motor Cars Limited



# Contents

You will find the consumption and CO<sub>2</sub> emissions figures of the vehicles presented in this publication here > [page 154](#).

|  |     |
|--|-----|
| Preface  | 3   |
| An overview of the BMW Group                     | 5   |
| Value chain                                      | 6   |
| Business model                                   | 7   |
| <b>1 STRATEGY</b>                                |     |
| <b>2 PRODUCTS AND SERVICES</b>                   |     |
| 2.1 CO <sub>2</sub> emissions                    | 21  |
| 2.2 Electromobility                              | 26  |
| 2.3 Mobility patterns                            | 29  |
| <b>3 PRODUCTION AND VALUE CREATION</b>           |     |
| 3.1 Consumption of resources                     | 38  |
| 3.2 Renewable energy                             | 47  |
| 3.3 Sustainable, resource-efficient supply chain | 51  |
| <b>4 EMPLOYEES AND SOCIETY</b>                   |     |
| 4.1 Health and performance                       | 61  |
| 4.2 Long-term employee development               | 65  |
| 4.3 Diversity                                    | 71  |
| 4.4 Intercultural understanding                  | 75  |
| <b>5 FUNDAMENTALS</b>                            |     |
| 5.1 Customer satisfaction                        | 82  |
| 5.2 Economic effects                             | 84  |
| 5.3 Compliance and human rights                  | 87  |
| 5.4 Stakeholder engagement                       | 89  |
| 5.5 Reinforcing sustainability                   | 93  |
| Further key indicators                           | 95  |
| GRI G4 Content Index                             | 114 |
| Appendix   | 149 |



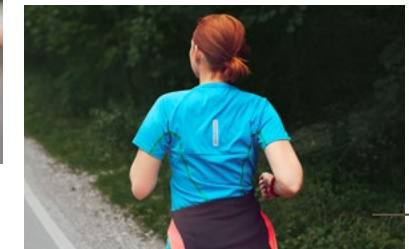
page 3



page 21



page 29



page 61



page 67



page 82

# Sustainable management

---

For the past 100 years, our company has inspired people around the world with fascinating products and services for individual mobility. Not many companies reach such an age – and not many companies have the opportunity and the resources to shape their own future.



---

**Harald Krüger**  
Chairman of the Board of Management of BMW AG

Long-term thinking and responsible conduct lay the foundation for the BMW Group's economic success. The company has firmly established environmental and social sustainability throughout its value chain. This also includes comprehensive product responsibility and a clear commitment to resource conservation. We remain committed to the principles of the United Nations' Global Compact, which we have implemented at all our locations since 2001.

Our actions are aimed at shaping the mobility of the future and securing our leading position as a successful company. We have set ourselves concrete sustainability targets for 2020. Last year, once again, our projects and activities brought us a good deal closer to these targets – as confirmed by the key performance indicators in this Sustainable Value Report.

However, it does not stop here. In 2016, we will once again be looking ahead. We see electrification and digitalisation as two of the main driving forces for the future. Over the next few years, these factors will change the automotive industry more than anything we have seen over the past 100 years. We recognised the direction the industry was going from automobile manufacturer to provider of the individual premium mobility and services of tomorrow.

---

This vision of the future not only includes vehicles with lower emissions and better fuel economy, it is also about developing new solutions for urban mobility – to improve the quality of life in cities.

We stand by our promise of cutting fleet emissions in Europe from 1995 levels in half by 2020 and will continue to increase the percentage of renewable energies used in production. We will offer plug-in hybrids in all segments as well as expand our car-sharing service to further cities worldwide.

Digitalisation offers enormous potential – especially for traffic in urban areas. Vehicles that are connected to one another enable traffic in cities to be organised much more efficiently: new traffic guidance systems will help avoid traffic jams, while intelligent parking management solutions will reduce traffic. In short, the connected vehicle will become the nucleus of a plethora of new services.

Through all this technological progress and development, our actions will always remain focused on the individual and their specific needs. The year 2015 demonstrated that our society still faces major challenges. We firmly believe that intercultural understanding is one of the most important factors in overcoming these challenges, together.

For many years now we have been and remain very committed to promoting intercultural exchange of inside and outside the company. Through our partnership with the UN Alliance of Civilizations, we are proud to present the Intercultural Innovation Award to honour exemplary grassroots initiatives in this area.

The BMW Group foundations also aim to create added value for society. All activities of this kind will now be concentrated in the BMW Foundation Herbert Quandt. The BMW Group will also increase the Foundation's funding by 50 million euros to 100 million euros.

The BMW Group can look back on one hundred years of history. And we will continue to take responsibility in the future – when it comes to both technology and society. We will continue to captivate our customers with our fascinating products and services. And by implementing innovative concepts, we will continue to build a positive future for our company.

*Yours*



---

**Harald Krüger**

Chairman of the Board of Management of BMW AG

# An overview of the BMW Group

Our production network

**30 production and assembly facilities in 14 countries**

Our suppliers

**Around 13,000 suppliers**

Our sales network

**Around 6,000 dealerships in over 150 countries**

**Profit before tax in 2015** (in € million)

|      |              |
|------|--------------|
| 2015 | <b>9,224</b> |
| 2014 | <b>8,707</b> |

**Sales volume automobiles in 2015** (in thousand units)

|      |                |
|------|----------------|
| 2015 | <b>2,247.5</b> |
| 2014 | <b>2,118.0</b> |

**Research and development expenditure in 2015**  
(in € million)

|      |              |
|------|--------------|
| 2015 | <b>5,169</b> |
| 2014 | <b>4,566</b> |

**CO<sub>2</sub> emissions of BMW Group Automobiles in 2015**  
(in g/km\*)

|      |            |
|------|------------|
| 2015 | <b>127</b> |
| 2014 | <b>130</b> |

\* Fleet consumption of newly registered vehicles in Europe (EU-28)






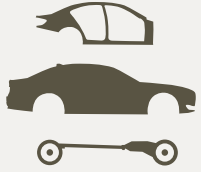
**BMW Group employees in 2015** (number)

|      |                |
|------|----------------|
| 2015 | <b>122,244</b> |
| 2014 | <b>116,324</b> |

**Investment in further education and training in 2015** (in € million)

|      |            |
|------|------------|
| 2015 | <b>352</b> |
| 2014 | <b>335</b> |

# Value chain

| Research and development   | Supply chain  | Production  | Logistics and transport  | Sales and utilisation  | Disposal and recycling   |
|--|---|---|--|--|--|
|   |   |    |   |   |   |
| <b>Main activities</b><br><br>Development of innovative, fascinating cars, motorcycles and services<br>– Vehicle design<br>– Series development<br>– Production planning   | Global cooperation with suppliers to create<br>– Modules/systems<br>– Components<br>– Parts<br>– Raw materials  | Manufacturing of cars and motorcycles by a highly expert and diverse workforce<br>– Engine construction<br>– Bodywork<br>– Paintwork<br>– Assembly<br>– Quality control   | Securing customer-oriented transport logistics in the network of<br>– Suppliers<br>– Plants<br>– Dealerships<br>worldwide through the seamless combination of various modes of transport | Range of premium products and services for individual mobility through<br>– Coordination of a worldwide dealership/repair shop network<br>– Implementation of a coordinated and target-group-oriented marketing mix<br>– Provision of financial services   | Recovery and dismantling of vehicles for<br>– Reuse<br>– Recycling and disposal of vehicle components and materials  |
| <b>Areas of action</b><br><br>– Environmentally friendly product design<br>– Design for recycling<br>– Development of more efficient and alternative drivetrains (Efficient Dynamics strategy)<br>– Planning and development of new mobility services<br>– Connected drive, digital networking<br>– Life cycle engineering | – Implementation of environmental and social standards in the supply chain<br>– Promotion of transparency and resource efficiency in the supply chain<br>– Purchase of raw materials from environmentally and socially friendly sources<br>– Purchase of renewable raw materials and materials with sustainable characteristics, e.g. secondary aluminium | – Reduction in resource consumption (energy, water, waste)<br>– Reduction in environmentally damaging waste water and emissions<br>– Use of recycling material<br>– Promotion of lifelong learning and the development of key skills among employees<br>– Promotion of diversity within the company<br>– Creation of a working environment that fosters long-term health and high performance | – Production in the sales markets<br>– Increase in the share of modes of transport with low emissions<br>– Optimisation of capacity utilisation of modes of transport                    | Promotion of sustainable mobility behaviour patterns based on<br>– Information (e.g. vehicle fuel consumption data) and training in fuel-efficient driving<br>– Connected drive<br>– Mobility services in the area of electromobility, e.g. 360° ELECTRIC<br>– Car-sharing products (DriveNow)<br>– Mobility assistance services<br>– Mobility services to promote intermodal mobility | – Expansion and management of a network for vehicle recovery and recycling<br>– Research on recycling and second life use of components (e.g. carbon-fibre-reinforced plastic and batteries) |

GRI G4-12



# Business model

---

Please find further information about the BMW Group and its brands at:

➤ [www.bmwgroup.com](http://www.bmwgroup.com)

➤ [www.bmw.com](http://www.bmw.com)

➤ [www.mini.com](http://www.mini.com)

➤ [www.rolls-roycemotorcars.com](http://www.rolls-roycemotorcars.com)

---

Bayerische Motoren Werke Aktiengesellschaft (BMW AG) has its headquarters in Munich/DE. Bayerische Motoren Werke GmbH came into being in 1917, having been founded in 1916 as Bayerische Flugzeugwerke AG (BFW). It became Bayerische Motoren Werke Aktiengesellschaft (BMW AG) in 1918.

The BMW Group is one of the most successful manufacturers of cars and motorcycles in the world and its BMW, MINI and Rolls-Royce premium brands are three of the strongest in the automotive industry today. In addition to its car brands, the BMW Group also has a strong market position in the motorcycle industry and is a successful financial services provider. In recent years, the company has also become one of the leading providers of premium services for individual mobility. One example of this is DriveNow, the car-sharing programme the company offers in collaboration with Sixt SE.

The BMW Group is an international company, represented in over 150 countries around the globe. At the end of the year it employed a total of 122,244 people (2014: 116,324 employees). The company has a large research and innovation network, with 13 locations in five countries around the world. Currently, its production network comprises 30 locations in 14 countries. The worldwide vehicle sales network is currently made up of around 3,310 BMW, 1,550 MINI and 140 Rolls-Royce car dealerships. The company also has around 1,150 BMW Motorcycle dealerships worldwide.

With its brands, the BMW Group offers its customers a broad spectrum of individual mobility in the premium segment. Furthermore, with the BMW i brand, the BMW Group has continued to expand the meaning of the term premium. BMW i is even more strongly characterised by the idea of sustainability; it stands for vehicles that lead the way in terms of electric drive, revolutionary lightweight construction, exceptional design and mobility services that have been designed from the ground up.

BMW Motorcycles also focuses on the premium segment and offers a wide range of products. Innovative technologies and a large number of driving apparel options contribute towards increasing customer safety and comfort.

The financial services segment is a partner to the sales organisation, and is represented in over 50 countries worldwide. The largest business area in the financial services segment is loan financing and leasing of BMW brand cars and motorcycles for private customers. Under the brand name Alphabet, the BMW Group has an international multi-brand vehicle fleet business that offers loans to large customers to finance their car fleets. It also provides comprehensive management of company vehicle fleets in 18 countries. This also includes full-service solutions such as the corporate car-sharing programme AlphaCity, as well as AlphaElectric, a comprehensive e-mobility solution.

Thinking for the long term and responsible action have always been the basis for our business success. In addition to business aspects, other integral parts of the BMW Group's strategy are environmental and social criteria along the entire value chain, product responsibility in all areas as well as a clear commitment to resource efficiency.

# STRATEGY

---

Introduction

---

## 1 STRATEGY

---

2 PRODUCTS  
AND SERVICES

---

3 PRODUCTION AND  
VALUE CREATION

---

4 EMPLOYEES  
AND SOCIETY

---

5 FUNDAMENTALS

---

Further key indicators

---

GRI G4 Content Index

---

Appendix

1



# Strategy

## OUR VISION

**The BMW Group is the world's most successful and sustainable premium provider of individual mobility.**

**In order to make sure we are fit for the future, we continuously invest in integrating sustainability into our business model. We see global sustainability challenges as an opportunity to develop innovative products and services. In this way, sustainability makes a long-term contribution to the business success of the BMW Group. Our innovations are not developed to be of benefit to our customers only – we also want them to have a positive impact on society and the environment.**

Taking social and environmental responsibility for all we do is an integral part of how we perceive ourselves as a company. We are convinced that the lasting economic success of any enterprise in today's world is based increasingly on acting responsibly and ensuring social acceptance. We want to achieve a clear competitive advantage with efficient and resource-friendly production processes and state-of-the-art solutions for sustainable individual mobility for our customers.

## INTEGRATING SUSTAINABILITY

In order to ensure our long-term success, we integrate sustainability into all levels of our corporate strategy, business model and value chain. When we began to realign our corporate strategy in 2015, we set the course for a successful future. Sustainability is a key component in this regard and makes an important contribution towards our competitive edge. It is also deeply established within our corporate culture and our basic principles.

Our sustainability goals are in line with the Action 2020 programme we developed in collaboration with other companies on the **> World Business Council of Sustainable Development (WBCSD)**. They provide the basis for our goals and activities. The BMW Group integrates sustainability along the entire value chain and in all underlying processes – thus creating added value for the company, the environment and society. GRI G4-14

## Identifying key issues

In order to identify in good time which topics may bring opportunities and risks to our business today or in the future, and to focus our activities accordingly, we use an “environmental radar” to scan external trends on an ongoing basis. In addition, we carry out a regular materiality process. To do this, we analyse the importance of current sustainability topics, both from the perspective of different stakeholder groups as well as that of the company. The changes picked up by the environmental radar form the basis for identifying topics and validating the results of the materiality process. The environmental radar and the results of the materiality analysis (the materiality matrix) then form the basis for regular reviews of our strategic direction as well as our sustainability goals and indicators **> Figure 1.01**. The result of our materiality analysis 2015 confirmed that our long-term sustainability goals cover the relevant topics. In future, we will place more strategic focus on new topics in the matrix such as “autonomous driving”.

## Introduction

# 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

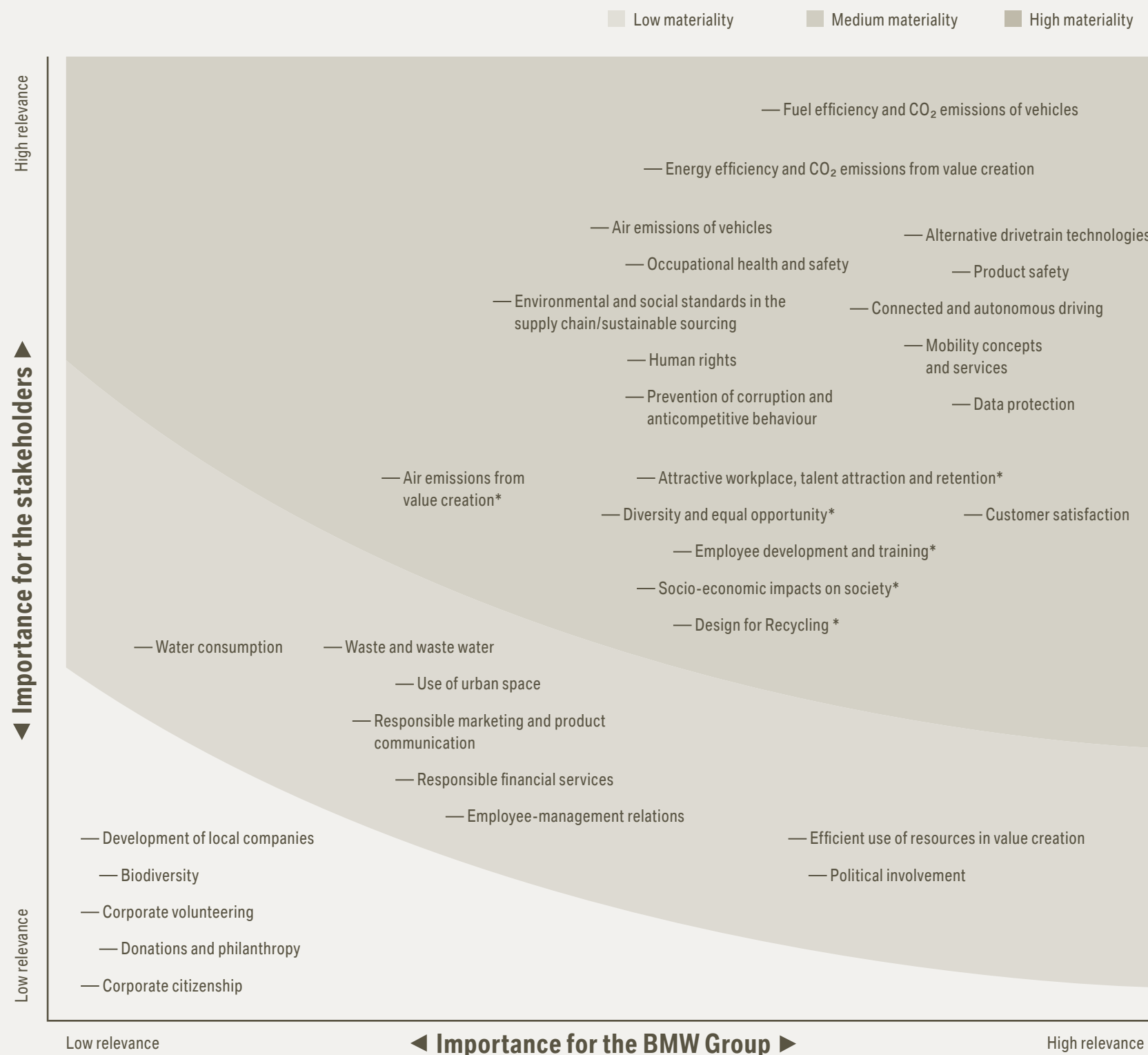
## Further key indicators

## GRI G4 Content Index

## Appendix

## Materiality analysis

F1.01



\*These areas were rated highly material, as they were among the three topics the respondent stakeholder groups considered most important.  
Further information: > [Identified material aspects and boundaries of the BMW Group](#)

## Introduction

# 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

### Materiality analysis 2015

In 2015, a survey was carried out among internal experts and telephone interviews were held with 13 representative stakeholders as part of the review process to get an update on how the topics are seen from an external perspective. The list of topics for evaluation was updated based on the BMW Group's list of topics from 2013, the stakeholder dialogues > [Chapter 5.4](#), the > [GRI G4 Guidelines](#), the > [UN Global Compact](#), the main topics of the > [Sustainability Accounting Standards Board \(SASB\)](#) and the > [UN Sustainable Development Goals \(SDG\)](#). Customers, suppliers, investors, authorities, NGOs and scientists from different regions of the world were among the interviewees. In addition, the topics were reviewed by internal BMW Group experts who are in regular contact with the main stakeholders. The analysis was accompanied by an internal document analysis of the sustainability context. To get an update from an internal perspective, we carried out a materiality workshop and prioritised relevant sustainability topics from the perspective of the BMW Group. The relevant corporate areas (including strategy departments of the divisions) as well as corresponding executives subsequently validated the materiality matrix. GRI G4-18 The review process resulted in the revised materiality matrix. Topics that both stakeholders and the BMW Group considered highly material were rated in the matrix as highly relevant. Topics that the BMW Group considers extremely relevant as well as the top three most relevant topics for the stakeholder respondents were also included in the matrix. The analysis identified 19 topics as highly material. > [Figure 1.01](#).

GRI G4-19, GRI G4-26, GRI G4-27

### Pursuing long-term sustainability goals

The BMW Group has set itself ten strategic sustainability goals running through to 2020. The goals focus on three areas:

- Products and services
- Production and value creation
- Employees and society

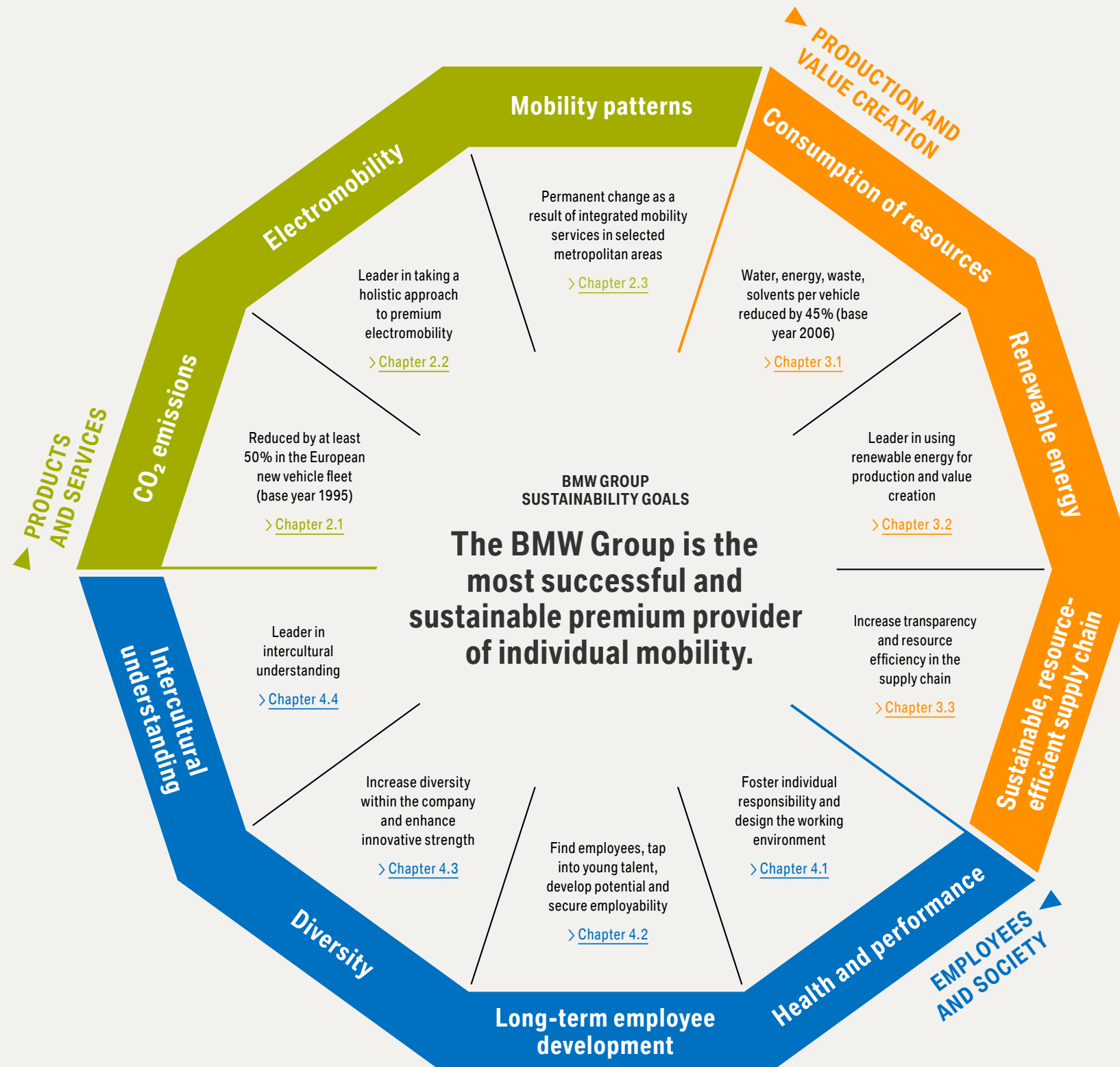
> [BMW Group sustainability goals](#).

With our long-term sustainability goals we are fulfilling our vision of being the most successful and sustainable premium supplier of individual mobility. In our opinion, sustainable operations contribute towards higher profits. We take the entire supply chain into account in this regard. This includes the development of products and services, the supply chain, production and responsibility towards our employees, customers as users, and vehicle recycling. In addition, we continuously address the issues and challenges that are topics of much discussion among the general public. Some examples of this would be our positions on manipulation of emissions values > [Chapter 2.1](#), on digitalisation > [Chapter 2.3](#) and on receiving refugees > [Chapter 4.4](#).



# Our goals

The BMW Group has set itself ten strategic sustainability goals through to 2020. They focus on three main areas: products and services, production and value creation, employees and society.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

## MEASURING SUSTAINABILITY PERFORMANCE

### Five-year overview of key sustainability indicators

T 1.01

|   | 11      | 12      | 13      | 14      | 15              | Change to previous year in % |
|---|---------|---------|---------|---------|-----------------|------------------------------|
| <b>Business activities</b>  |         |         |         |         |                 |                              |
| Revenues (in € million)   | 68,821  | 76,848  | 76,059  | 80,401  | 92,175          | 14.6                         |
| Profit before tax (in € million)  | 7,383   | 7,803   | 7,893   | 8,707   | 9,224           | 5.9                          |
| Sales volume automobiles (in thousand units)  | 1,669.0 | 1,845.2 | 1,963.8 | 2,118.0 | 2,247.5         | 6.1                          |
| <b>Products and services</b>  |         |         |         |         |                 |                              |
| CO <sub>2</sub> emissions of BMW Group Automobiles (EU-28) (in g/km)                    | 145     | 138     | 133     | 130     | 127             | -2.3                         |
| Sales of BMW i vehicles (number)  | -       | -       | 311     | 17,793  | 29,513          | 65.9                         |
| DriveNow users (number)   | 13,000  | 75,000  | 214,000 | 395,000 | 579,000         | 46.6                         |
| <b>Production and value creation</b>  |         |         |         |         |                 |                              |
| Energy consumption per vehicle produced (in MWh/vehicle)                                | 2.43    | 2.41    | 2.36    | 2.25    | 2.19            | -2.7                         |
| Water consumption per vehicle produced (in m <sup>3</sup> /vehicle)                     | 2.25    | 2.22    | 2.18    | 2.18    | 2.24            | 2.8                          |
| Process waste water per vehicle produced (in m <sup>3</sup> /vehicle)                   | 0.57    | 0.51    | 0.47    | 0.47    | 0.45            | -4.3                         |
| CO <sub>2</sub> emissions per vehicle produced (in t/vehicle)                           | 0.75    | 0.72    | 0.68    | 0.66    | 0.57            | -13.6                        |
| Waste for disposal per vehicle produced (in kg/vehicle)                                 | 8.49    | 6.47    | 5.73    | 4.93    | 4.00            | -18.9                        |
| Volatile organic compounds (VOC) per vehicle produced (in kg/vehicle)                   | 1.75    | 1.78    | 1.59    | 1.29    | 1.22            | -5.4                         |
| Share of renewable energy purchased from third parties (in %) <sup>1</sup>              | 28      | 36      | 48      | 51      | 58 <sup>2</sup> | 13.7                         |
| Share of production-relevant purchasing volume in the CDP Supply Chain Programme (in %) | -       | -       | -       | 45      | 53              | 17.8                         |
| <b>Employees and society</b>  |         |         |         |         |                 |                              |
| BMW Group employees at end of year (number)   | 100,306 | 105,876 | 110,351 | 116,324 | 122,244         | 5.1                          |
| Attrition rate at BMW AG (as a percentage of workforce)                                 | 2.16    | 3.87    | 3.47    | 1.41    | 2.08            | 47.5                         |
| Share of women in the entire workforce of the BMW Group (in %)                          | 16.1    | 16.8    | 17.4    | 17.8    | 18.1            | 1.7                          |
| Share of women in management positions at BMW Group (in %)                              | 11.8    | 12.7    | 13.8    | 14.2    | 14.5            | 2.1                          |
| Average days of further training per BMW Group employee (days per employee)             | 3.3     | 3.7     | 3.5     | 3.9     | 4.1             | 5.1                          |
| Accident frequency at BMW Group (per one million hours worked)                          | 7.1     | 5.8     | 4.8     | 5.1     | 4.4             | -13.7                        |
| Expenditure on donations by the BMW Group (in € thousand)                               | 12,873  | 9,638   | 8,485   | 10,199  | 17,066          | 67.3                         |
| Expenditure on corporate citizenship (in € thousand)                                    | 36,846  | 31,979  | 28,944  | 34,524  | 39,109          | 13.3                         |

<sup>1</sup> Calculated based on volumes of green energy purchased as well as the conservative calculation of country-specific energy shares from renewables purchased from third-parties (Modification in calculation method for Germany and Austria due to use of transparency data in supplier invoices since 2012).

<sup>2</sup> Figure not directly comparable to 2014. Figure includes all BMW Group production locations as well as corporate functions, development and administration in Munich/DE. The 2014 figure was based on vehicle production. Figure for vehicle production in 2015: 56%.

## Introduction

# 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix

### BMW Group and the Sustainable Development Goals (SDGs)

In autumn 2015, the General Assembly of the United Nations announced the **> Sustainable Development Goals (SDGs)**. We see the SDGs as a suitable framework within which companies can align their activities in such a way that they contribute towards solving global environmental and societal challenges. The United Nations' goals are a good basis on which the BMW Group can review and further improve its sustainability goals and measures. The SDGs are therefore considered in our strategic deliberations and were taken account of when the topic list for our 2015 materiality analysis **> Figure 1.01** was being prepared.

### The BMW Group and the Climate Change Conference in Paris

The 21st UN Climate Change Conference took place in Paris in 2015. At the Conference, 195 countries reached an agreement that obliges all countries to engage in climate protection by international law. The countries committed to operating on a de facto carbon-neutral basis by the second half of this century in order to keep global temperatures from rising by more than 2 degrees. The results of the conference were seen by many players from government, industry and civilian society as a breakthrough in the struggle against climate change. The BMW Group played an active role in the discussions during the conference. Since as far back as 1992, the company has been contributing its expertise to the Climate Change Conferences worldwide. For example, at the first international BMW Group Student Forum in Paris on 30 November 2015, students from 12 countries talked to BMW experts about challenges and solutions of urban mobility. In addition, high-level company representatives took part in a variety of conferences and meetings. Among others Peter Schwarzenbauer, Board member of BMW AG, spoke at the Sustainable Innovation Forum 2015 in Paris about challenges and potential solutions for urban mobility.

At the conference, the BMW Group announced that it had joined the **> American Business Act on Climate Pledge**. Companies participating in this initiative support far-reaching agreements within the scope of the Climate Change Conference and commit to company-specific goals as well as action against climate change. In addition, the BMW Group participates in the **> RE100 Initiative of the Climate Group**, in which influential companies worldwide commit to using 100% renewable electricity in the future.

### Recognition of sustainability performance

A number of different ratings document our sustainability performance and how it is externally perceived. In 2015, the BMW Group again ranked high in several sustainability indices and received a number of awards **> Figure 1.02**.



Focus on urban mobility: the BMW Group Student Forum at the 2015 Climate Change Conference in Paris.



## Sustainability ratings 2015

F 1.02

### Ratings



FTSE4Good

### Evaluation and results

The BMW Group again reached first place in the automotive industry on the **> Dow Jones Sustainability Indexes (DJSI)** and is now the only automotive company that has been listed on the index since the very beginning.

In the **> CDP**, the BMW Group achieved for the third consecutive time 100 out of a possible 100 points for transparent reporting as well as a top mark A for climate protection measures. This makes the BMW Group one of only three companies worldwide that have been awarded an A in the CDP for the sixth time a row.

In 2015, the BMW Group was again listed on **> FTSE4Good**, an index of the British index family on sustainability and corporate governance provided by FTSE in London.

## BUSINESS CASE FOR SUSTAINABILITY

Systematic integration of sustainability into our business model and along our entire value chain contributes towards the business success of the company. The following sections and chapters will give some examples that describe in more detail how sustainability contributes towards the business success of the BMW Group:

### – Achieving a competitive edge through our Efficient Dynamics strategy

Strategic corporate planning leads to long-term success. The competitive edge achieved based on the Efficient Dynamics development strategy, which was launched in the year 2000, is one of the reasons why in 2015 the BMW Group had its sixth consecutive record year **> Chapter 2**.

### – Increase revenues through innovative products and mobility services

Investments in innovative mobility concepts made a considerable contribution towards the company's business

success in 2015. One indicator that this is the case is that 24,057 BMW i3s and 5,456 BMW i8s were sold in the year under report. At the end of 2015, just under 580,000 customers were registered with our car-sharing service DriveNow (2014: over 390,000), an increase of around 50%. With these products and solutions, the BMW Group also helps our fleet customers achieve their CO<sub>2</sub> targets **> Chapter 2**.

### – Reducing costs through resource efficiency

Efficient use of resources reduces risks that can be generated by availability bottlenecks and fluctuations in price. In addition, it makes a direct contribution towards the result by reducing costs, while at the same time being good for the environment. Between 2006 and 2015, we were able to significantly reduce energy and water consumption, waste and VOC emissions per vehicle produced in the BMW Group's worldwide production network. As a result, we achieved cost savings of €8.2 million in 2015 **> Chapter 3**.

Introduction

1 STRATEGY

2 PRODUCTS  
AND SERVICES

3 PRODUCTION AND  
VALUE CREATION

4 EMPLOYEES  
AND SOCIETY

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

– **Remaining competitive through sustainable HR policies**

In 2015, the BMW Group was able to further consolidate its position as one of the most attractive employers worldwide. Our leading role in the area of sustainability ensures that our employees identify with and are satisfied with the company and its products. The resulting low attrition rate enables us to keep HR recruitment costs low. In addition, it is our experience that a satisfied workforce leads to higher levels of productivity > [Chapter 4](#).

– **Savings through Ideas Management**

The Ideas Management system at the BMW Group enables all employees to play a part in change within the company by contributing their ideas. The ideas submitted result in improvements to the products and processes as well as cost savings. In 2015, around 4,900 ideas were implemented, leading to €17.5 million in savings. In addition, Ideas Management improves our competitiveness by, on the one hand, reinforcing loyalty to the company and, on the other, fostering motivation as well as entrepreneurial thinking and action.

– **Fostering innovation by involving employees**

The Innovationswerk is the BMW Group's internal consulting company for user-focused innovations. The teams help employees to understand future requirements and to generate innovative products and services that users will love. Special facilities at the research and innovation site in Garching/DE have been set up for work on innovation projects. These allow the project teams to act with empathy and focus in their research work and to optimally apply the tools of design thinking, the lead/extreme user method and strategic consulting. GRI G4-2

## Introduction

# 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

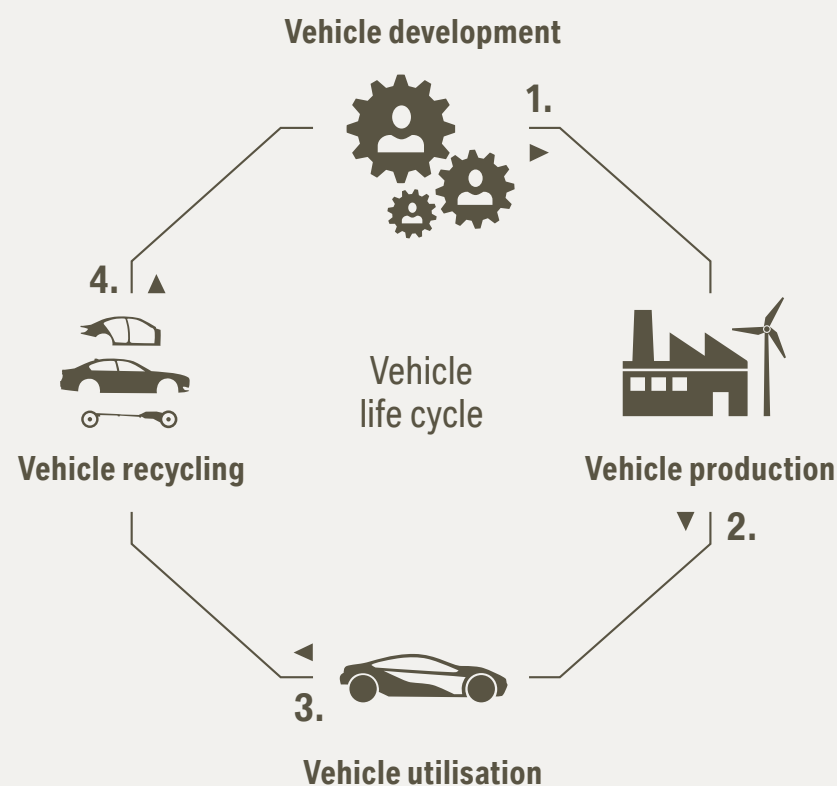
## Further key indicators

## GRI G4 Content Index

## Appendix

## Sustainability throughout the entire life cycle

F1.03



### Key measures

1. – Alternative Drive Concepts  
– Efficient Dynamics  
– Design for Recycling  
– Life Cycle Engineering
2. – Sustainability Standards for Suppliers  
– Clean Production  
– Green Logistic Concepts
3. – Concepts for Fuel-efficient Driving  
– Active and Passive Safety  
– Traffic Management Concepts  
– Mobility Services  
– Alternative Engines
4. – Take-back Systems  
– Recycling Concepts

A large part of the environmental and social impact caused by a vehicle throughout its life cycle is determined during the initial development stage. Some of the main influencing factors are material selection, production technologies, supplier selection, engine type, as well as the recyclability of the vehicle's components. Challenging sustainability goals are therefore just as much part of the development process of the vehicle as, for example, cost or weight criteria. The basis for this is holistic accounting, which evaluates the impact of our products along the entire life cycle in terms of environmental, economic and social criteria.

We use Life Cycle Engineering to increasingly integrate environmental aspects into the design and development of our products.

We aim to achieve a substantial improvement from one vehicle generation to the next. We manage the implementation of the goals and evaluation of progress by applying the Life Cycle Assessment in accordance with ISO 14040/44. The latest example of this is the new BMW 7 Series. Systematic optimisation of the drivetrain as well as more efficient use of resources in materials and production led to a reduction of 25% in greenhouse gas potential (measured in CO<sub>2</sub> equivalents) throughout the entire life cycle of this vehicle, compared to the previous model.

In line with our principle of Design for Recycling, we create our vehicles in such a way that their components can largely be reused or recycled efficiently throughout the life cycle. GRI G4-EN27



# PRODUCTS AND SERVICES

---

Introduction

---

1 STRATEGY

---

**2 PRODUCTS  
AND SERVICES**

2.1 CO<sub>2</sub> emissions

2.2 Electromobility

2.3 Mobility patterns

---

3 PRODUCTION AND  
VALUE CREATION

---

4 EMPLOYEES  
AND SOCIETY

---

5 FUNDAMENTALS

---

Further key indicators

---

GRI G4 Content Index

---

Appendix

2

## Relevance for BMW Group

For us, sustainable mobility begins with the development of efficient vehicles with low emissions. In doing this, we comply both with stricter legislation worldwide and our customers' increasing awareness of environmental issues. With innovative electric and hybrid drivetrains as well as smart services, we are shaping the mobility of the future. Our autonomous driving technologies contribute towards sustainable and safe mobility for our customers and other road users.

## Key facts and figures

### CO<sub>2</sub> emissions of BMW Group Automobiles (EU-28) (in g/km)

|      |     |
|------|-----|
| 2015 | 127 |
| 2014 | 130 |

### Sales of BMW i vehicles (number)

|      |        |
|------|--------|
| 2015 | 29,513 |
| 2014 | 17,793 |

### DriveNow users (number)

|      |         |
|------|---------|
| 2015 | 579,000 |
| 2014 | 395,000 |





Sustainability goal  
**Products  
and services**

## CO<sub>2</sub> emissions

**By 2020, the BMW Group will have reduced CO<sub>2</sub> emissions in the European new vehicle fleet (EU-28) by at least 50% compared to the base year 1995.**



DriveNow: more and more BMW i3s are available for customers to use in the car-sharing fleets.



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

2.1 CO<sub>2</sub> emissions

2.2 Electromobility

2.3 Mobility patterns

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

## 2.1 CO<sub>2</sub> emissions

**Due to climate change issues and ever scarcer resources, we reduce the CO<sub>2</sub> emissions of our vehicles on an ongoing basis. We start accounting for reduction targets from the product development stage onwards. Our range of efficiency technologies represents the first and currently most effective component in the reduction of CO<sub>2</sub> emissions.** GRI G4-EC2

Statutory emissions limits pose a considerable challenge to the automotive industry worldwide. Almost all of the cars we sell are subject to varying national climate protection regulations in the individual countries. These regulations may continue to become more stringent, leading to difficult market conditions.

Between 1995 and 2015, we were able to reduce CO<sub>2</sub> emissions of our newly sold vehicles in Europe (EU-28) by 40% > [Table 2.01](#). Average fuel consumption in 2015 was 5.7 litres of petrol per 100 kilometres and 4.7 litres of diesel per 100 kilometres. In Europe (EU-28), average emissions were 127 g CO<sub>2</sub>/km (internal BMW calculation, not yet officially confirmed by the European Commission). GRI G4-EN7, GRI G4-EN17, GRI G4-EN27 In 2015, 86 of our models had maximum CO<sub>2</sub> emissions of 120 g/km. This means that we have similar fuel consumption and CO<sub>2</sub> emissions in Europe as a number of other large carmakers. The average fleet CO<sub>2</sub> emissions per kilometre worldwide decreased in 2015 by 3.3% to 147 g CO<sub>2</sub>/km (2014: 152 g CO<sub>2</sub>/km). Average CO<sub>2</sub> emissions in the USA were 170 g CO<sub>2</sub>/km (internal BMW calculation, not yet officially confirmed by the Environmental Protection Agency EPA) and in China 170 g CO<sub>2</sub>/km. The regional differences in fleet use are a result of differing consumer behaviour, which is in turn due to a variety of factors. These include differing tax situations for different types of vehicle engines, as well as local consumer preferences for diesel vehicles or specific types of vehicles such as SUVs. GRI G4-EN19

### Global CO<sub>2</sub> regulation

Medium to long-term targets to reduce fuel consumption and CO<sub>2</sub> emissions from vehicles have already been set in Europe, North America, Japan, China and other countries. However, the targets cannot be directly compared on an international level, as the calculation cycles in the individual countries are different, and segment and drivetrain mixes also tend to vary considerably.

Europe set a target average of 130 g CO<sub>2</sub>/km to be reached by 2015 for all new vehicles sold. The EU regulation defined its targets for CO<sub>2</sub> emissions based on vehicle weight. For the BMW Group, this meant a target of below 140 g CO<sub>2</sub>/km. The regulations stipulate that the European new vehicle fleet of all manufacturers must achieve an average of 95 g CO<sub>2</sub>/km by 2020.

In the USA, consumption and CO<sub>2</sub> targets have been set through to 2025. Based on a gradual reduction starting in model year 2012, the new vehicle fleet of all manufacturers must achieve an average of 250 g CO<sub>2</sub>/mile (155 g CO<sub>2</sub>/km) by model year 2016 and 163 g CO<sub>2</sub>/mile (101 g CO<sub>2</sub>/km) by model year 2025. These targets have also been calculated based on vehicles sold.

Japan also set ambitious targets for reducing fuel consumption. For 2020, a consumption target of 20.3 km/l was set – this is equivalent to a CO<sub>2</sub> emissions level of 117 g CO<sub>2</sub>/km.

In China, the fuel efficiency of the vehicle fleet is regulated. For 2020, an average consumption target of 5 litres per 100 kilometres has been set. Discussions about subsequent regulation have already begun. In addition, weight-based consumption limits have been set for individual vehicles.

Above and beyond national regulations, measures are increasingly being taken on regional and municipal levels. Varying requirements for drivetrain technologies in particular will start to have considerable influence on product strategy (e.g. the Californian Zero Emission Vehicle (ZEV) programme or the limits on registration plates in Chinese metropolises).

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

### 2.1 CO<sub>2</sub> emissions

### 2.2 Electromobility

### 2.3 Mobility patterns

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix

## SAVING FUEL AND REDUCING EMISSIONS

Our Efficient Dynamics Technologies are not just optional extras for niche or special models but have been gradually introduced as standard components in every new vehicle since March 2007. These include efficient engines and gear-boxes, optimised aerodynamics (air flap control, air curtain/breather, Aero wheel rims), intelligent energy management, lightweight design, forward-looking drive control, connectivity services for low-consumption and shortest routes, the Auto Start Stop function, brake energy regeneration, and tyres with reduced rolling resistance. GRI G4-EN27

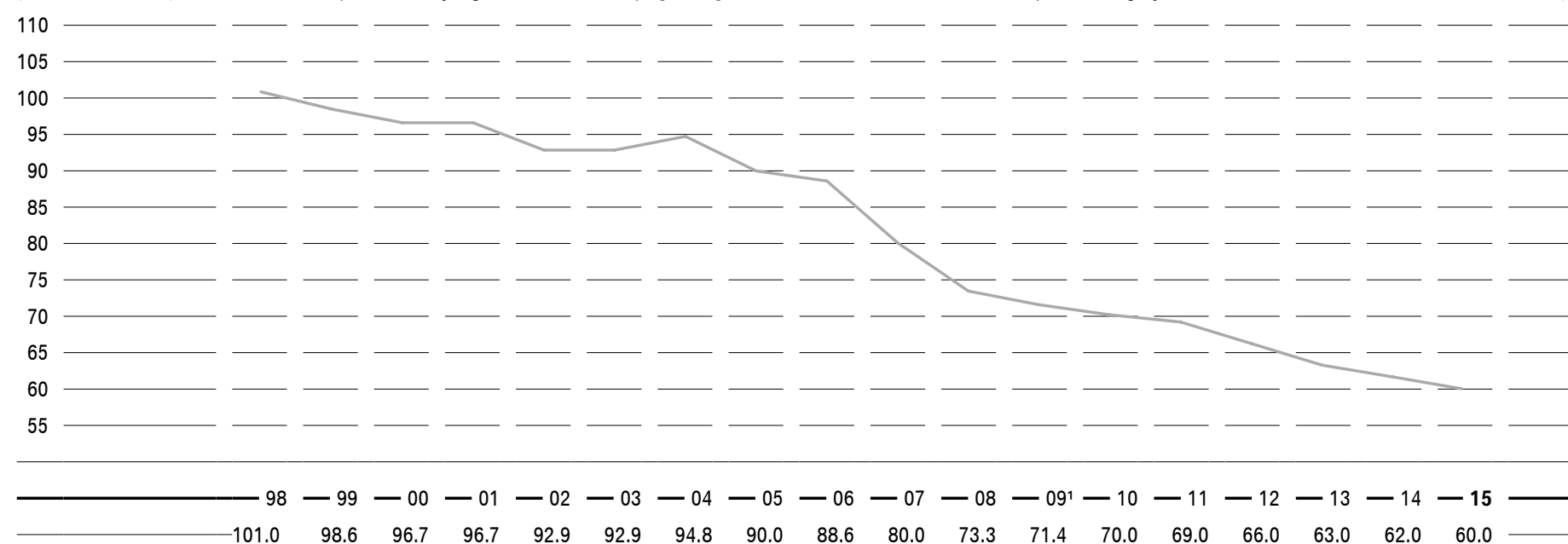


ECO PRO mode in BMW models: greater fuel economy and lower emissions through optimised vehicle efficiency settings.

### Development of CO<sub>2</sub> emissions of BMW Group cars in Europe

T 2.01

(Index: 1995 = 100; Basis: Fleet consumption of newly registered cars in Europe [EU-15] measured on the basis of the New European Driving Cycle in accordance with the ACEA self-commitment)



<sup>1</sup> Measured only on EU-27 basis from 2009 onwards and on EU-28 basis from 2014 onwards.

GRI G4-EN17

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

### 2.1 CO<sub>2</sub> emissions

### 2.2 Electromobility

### 2.3 Mobility patterns

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

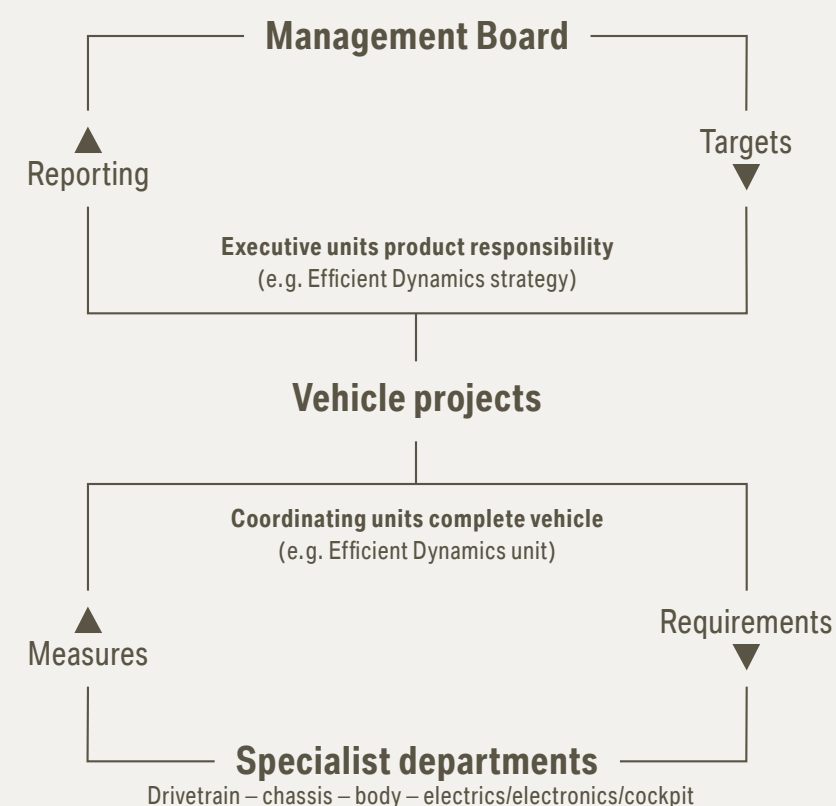
### Appendix

As well as reducing the carbon emissions of our cars, we are constantly working to bring down other emissions. The Euro 6 standards call for a further reduction in nitrogen oxide (NO<sub>x</sub>) levels for diesel vehicles. We apply the best implementation concept in accordance with the specific requirements of the vehicles, engines and markets. Depending on the vehicle concept, we use the maintenance-free NO<sub>x</sub> catalytic converter or Selective Catalytic Reduction (SCR) using urea (also known as AdBlue) or a combination of both systems. To close the gap in emissions measurements between test and real conditions, a new testing cycle (WLTP – Worldwide Harmonized Light Vehicles Test Procedures) and a new emissions test for real driving situations (Real Driving Emissions RDE) are currently being developed. We support the rapid introduction of the new regulations in order to create transparency for consumers and for the industry as soon as possible.

### TAKING ACCOUNT OF CO<sub>2</sub> TARGETS IN PRODUCT DEVELOPMENT

The above-mentioned aspects of product responsibility are an integral part of the target systems and organisational processes of our vehicle development units > [Figure 2.01](#). This process entails the BMW Group defining specific CO<sub>2</sub> targets for each product line and each new vehicle project. A department within the Strategy unit is responsible for monitoring and further developing these targets. The Complete Vehicle Architecture unit coordinates the development and implementation of fuel-saving technologies in the individual vehicle projects. This ensures that the market-specific fleet requirements are taken into consideration in the very early stages of vehicle development and are subject to Efficient Dynamics measures during the development process.

### Product responsibility in BMW Group vehicle projects F2.01





## DIGITAL ENERGY SOLUTIONS – DRIVING FORWARD THE ENERGY TRANSITION

In order to be a participant in the energy market of the future and to help drive forward the energy transition, the BMW Group founded a joint venture called Digital Energy Solutions in collaboration with Viessmann. The main aim of this business model is to identify and create energy flexibility and to provide digitally based, operationally optimised management of this energy for small and medium-sized enterprises from the industrial and trades sectors. Customers benefit from this in three ways: their energy costs are optimised holistically, their CO<sub>2</sub> footprint is reduced sustainably and they can be sure of improved security of supply at their company locations. The overall aim of the joint venture is to achieve the CO<sub>2</sub> emissions targets in the energy, heat and transport sector at low cost, in particular in Germany. At some BMW locations, e.g. at the Leipzig/DE and Eisenach/DE plants and at the Research and Innovation Center in Munich/DE, the BMW Group has been using this business model since 2015 to sell its flexible capacity from the heat and power it generates in-house.

### FORECAST

**In 2016, we will continue to expand the integration of our efficient technologies into the fleet, thus further reducing fleet emissions. However, the drop in fuel prices and the accompanying changes in customer demand will present some challenges with regard to achieving the 2020 fleet targets.**



Sustainability goal  
**Products  
and services**

# Electromobility

## **The BMW Group is the leader in taking a holistic approach to premium electromobility.**

Electrification: charging a BMW ActiveE.

## 2.2 Electromobility

In order to further reduce CO<sub>2</sub> emissions in our new vehicle fleet, to improve the air quality in cities and, in particular, to be able to offer our customers an entirely new, dynamic driving experience, we have been adding electric vehicles to our model range. We started to do this in 2013 when we introduced the fully electric BMW i3, followed by the plug-in hybrid vehicle BMW i8 in 2014. In 2015 and 2016, we will add four new plug-in hybrid vehicles in the medium and luxury categories to our range.

The market for electric vehicles is growing, but in overall numbers it remains relatively small. To help our customers become used to the idea of electromobility, we offer plug-in hybrid vehicles that, in contrast to purely electric vehicles, enable both electrically powered commutes and also long-distance capabilities, when required. At the same time we are introducing BMW i3 vehicles into our DriveNow fleet.

Another key factor for the success of electromobility is sufficient availability of (fast) charging points. The BMW Group is working in China, the EU and the USA to expand the necessary charging infrastructure – both for private customers as well as in public spaces. With ChargeNow, BMW i drivers can easily find one of 38,000 public charging points in a large and constantly growing network worldwide.

Positive political framework conditions can also make an important contribution towards a breakthrough for electromobility. This has become clear in fast-growing electromobility markets such as Norway. For this reason, the BMW Group is working with partners from government, industry and society to improve framework conditions: for example in the Nationale Plattform Elektromobilität (NPE) in Germany, in the Foreign Expert Panel of a high-level advisory committee for the Chinese central government as well as in the **> PEV Collaborative** in California, which addresses issues around market access and of which the BMW Group was a founding member.

### LEVERAGING FURTHER POTENTIAL WITH PLUG-IN HYBRID DRIVETRAINS

Plug-in hybrid models use up to 50% less fuel than their combustion-powered equivalents. Typical commutes during the week, for example, could be driven in electric mode, while longer journeys can also be covered using the combustion engine.

### ZERO-EMISSIONS LOCAL DRIVING WITH ELECTRIC DRIVETRAINS

Since 2007, our BMW i project has been developing completely new concepts for individual mobility as well as vehicle architecture and production that integrate our sustainable solutions in an even more innovative fashion along the entire value chain.

The resulting models of the BMW i brand do not simply replace the combustion engine with an electric one or add an electric engine (conversion approach). What we did from the very beginning was to plan new and independent vehicle concepts (purpose-built approach) in order to exploit the full potential of the new drivetrain technology and make it practicable for customers. This includes intelligent lightweight design using carbon-fibre-reinforced plastic (CFRP) and a host of new materials, as well as highly resource-efficient and at the same time environmentally friendly production methods. The result is visionary vehicles that represent an ideal balance between emissions, range and driving enjoyment. This is how BMW i creates the basis for a considerable reduction in CO<sub>2</sub> emissions throughout the entire product life cycle. The BMW i value chain stands out for its consistent use of renewable energy sources – from the manufacture of energy-intensive materials such as CFRP and aluminium, to vehicle production, right up to the BMW Green Energy package we offer our customers when they purchase their vehicle.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

### 2.1 CO<sub>2</sub> emissions

### 2.2 Electromobility

### 2.3 Mobility patterns

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

### Using renewable energy to charge electric vehicles

An electric car can only reach its full sustainability potential when it runs on electricity that is as carbon-neutral as possible. We estimate that around three-quarters of all electric vehicle owners in Germany recharge their vehicles at home using renewable energy sources.

BMW i customers in Germany can benefit in this regard from the BMW Group's strategic partnership with [Naturstrom AG](#). This gives BMW i customers the option of purchasing a suitable green electricity package for charging their electric vehicles. We also have a partnership with Solarwatt, a company that manufactures solar modules for surfaces like carports and house roofs. This allows customers themselves to produce green energy to recharge their [BMW i3](#) or [BMW i8](#) in their own homes.

The BMW i Green Energy products now provide customers in 15 countries with support in the use of energy from renewable sources. Ten providers of green energy as well as four manufacturers of solar energy systems for carports, house and garage roofs are among the companies the BMW Group has partnerships with in this area.

### Recycling batteries to improve our carbon footprint

Instead of being recycled, batteries that are too old for in-vehicle use are reused for stationary energy storage. During this "second life", they help us to integrate renewable energy into the power grid and reduce overall energy costs. BMW has demonstrated the technical and economic feasibility of this approach by introducing a large number of pilot systems in Europe, Asia and the USA.

### Electric scooters for more sustainable urban mobility

We launched our electric scooter in 2014. The fully electrically powered scooter produces 47.5 hp with a range of 100 km. It is designed to be a "commuting vehicle" for travel between the outskirts and the city centre. The main focus here is on two requirements: firstly, that performance is comparable to that of a combustion-powered maxi-scooter, and secondly, that it has a long range in practice.

### Increasing range with hydrogen and fuel cells

As an alternative to developing purely electric drivetrains, we are also doing research into hydrogen fuel cell technology, with a view to developing further long-term solutions for long-distance emissions-free driving. Here, hydrogen is used as an energy source that is converted by the fuel cell into electricity and water. The BMW Group is collaborating with the Toyota Motor Corporation in this area.

## FORECAST

**We will continue to offer innovative solutions for the diverse mobility needs of our customers. We are deliberately focusing our efforts on building a broad technology base so that in the coming years we can offer tailored solutions worldwide for different individual mobility needs. We will gradually integrate the plug-in hybrid technology from the [BMW i8](#) into the BMW 2 Series, BMW 3 Series, BMW 7 Series and BMW X5 models.**

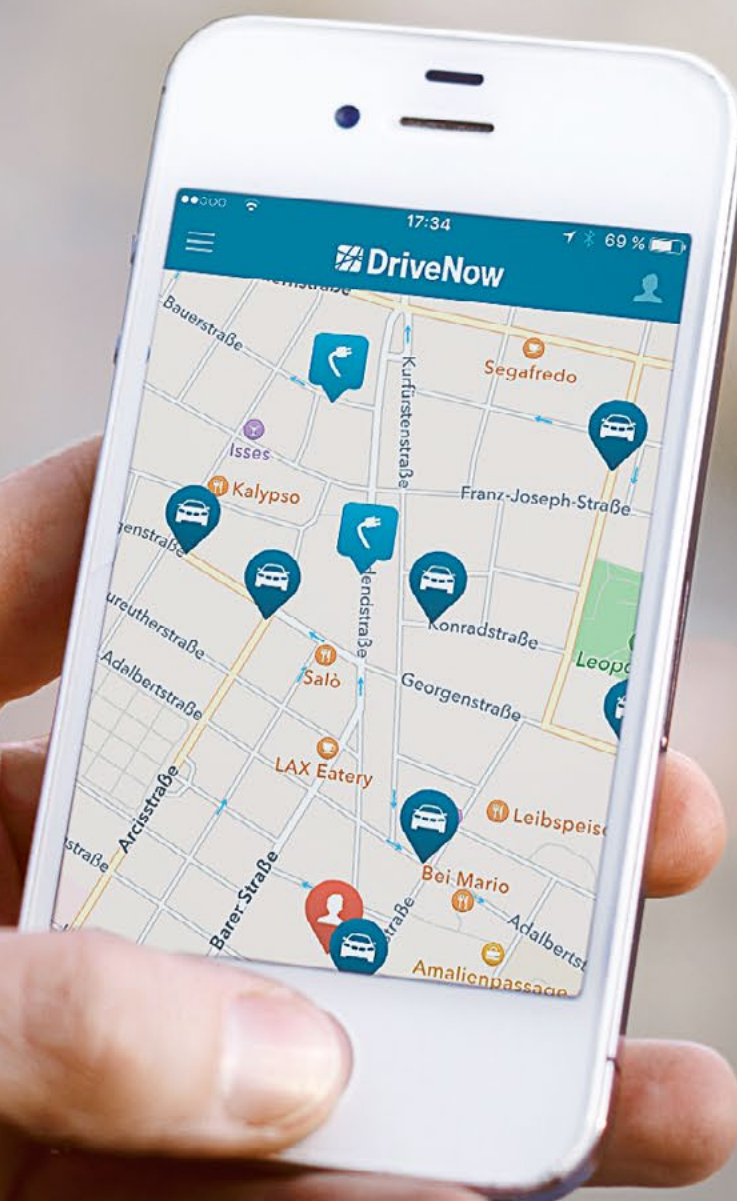




Sustainability goal  
**Products  
and services**

## Mobility patterns

**The BMW Group will have permanently changed mobility patterns in selected metropolitan areas by 2020 through the introduction of integrated mobility services.**



DriveNow: find and book vehicles with an app.

## 2.3 Mobility patterns

We want to offer safe and sustainable individual mobility in premium quality. We are meeting the challenges of urban mobility, not only by making changes in the vehicles but also with mobility services. In addition, our safety technologies and smart driving technologies promote sustainable and safe mobility for our customers and other road users. The main driver of these new opportunities is the digitalisation of our business model.

We are convinced that digitalisation can make a key contribution to the sustainable design of urban mobility. What is the future of individual mobility in cities with increasingly dense populations? What concepts are needed in order to make mobility climate-friendly and easy on resources? In order to answer these questions from an even more strategic perspective and in dialogue with our stakeholders, we founded the Center of Competence for Urban Mobility in 2015. This interdisciplinary team was given the task of working with cities and local stakeholders to develop and promote solutions for urban mobility. For example, we established an e-alliance partnership with the City of Munich/DE, which will take strategic approaches towards improving the framework conditions necessary for market success, for example by entering into public-private partnerships to finance and operate charging infrastructure. It will also, however, carry out a non-monetary function by promoting the application of legislation that privileges electromobility. Similar agreements have also been made in Hamburg/DE and Berlin/DE. The corresponding action plans will be developed and implemented in 2016. In addition, further talks are being held with other cities in Europe and beyond.

### Opportunities and challenges of digitalisation

We see digitalisation as an area that is bringing huge change to the automotive industry and which will be even more challenging than the introduction of electromobility.

We are getting ready for a world in which Connectivity, i.e. digitally networked vehicles, will be just as important to customers as aspects like vehicle design. We already offer a traffic jam avoidance service, RTTI (Real Time Traffic Information) and a certain degree of automated driving in stop-and-go traffic. In five to ten years, our vehicle generations will offer a much broader range of services than they do today, for example business trip organisation or hotel bookings. And vehicles will be able to find the closest parking spaces and park themselves.

To find the best mode of transport to get from A to B in a specific situation, the "GoNow @ BMW Group" pilot project developed an intermodal navigation mobility app in 2105 for BMW Group employees at our location in Munich/DE.

### OFFERING SUSTAINABLE MOBILITY SERVICES ON A GLOBAL SCALE

Our BMW i brand offers innovative services that enhance urban mobility – both with and without a car > [Figure 2.02](#).

#### Promoting premium car-sharing with electromobility

Since 2011, the BMW Group and Sixt SE have been offering their joint venture car-sharing service > [DriveNow](#). We are also integrating electric vehicles into the range of cars available from DriveNow. For example, in 2015 we introduced over 800 > [BMW i3](#) vehicles into our car-sharing fleets worldwide (400 of which were in Copenhagen/DK). By 31 December 2015, DriveNow had a total of around 490,000 customers in Germany and around 580,000 worldwide (in 2014: over 390,000 worldwide).

## Introduction

### 1 STRATEGY

## 2 PRODUCTS AND SERVICES

### 2.1 CO<sub>2</sub> emissions

### 2.2 Electromobility

### 2.3 Mobility patterns

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix

## BMW Group mobility services for different user groups

F 2.02

### BMW and MINI-related

Vehicle-related service for BMW and MINI drivers

BMW ConnectedDrive\*  
Vernetzt, um frei zu sein. MINI e XL

360° ELECTRIC

ChargeNow

### Car-related

Vehicle-independent service for car users in general

DriveNow

AlphaCity

ParkNow

chargemaster

ZIRX

-chargepoint+

ZENDRIVE

### Mobility-related

Smartphone user service, independent of brands and vehicles

moovit

Life360  
The new family circle

### Creating sustainable parking patterns with ParkNow

➤ **ParkNow** is an app- and Web-based service that is fundamentally changing parking patterns. First, it makes the parking space situation in a city more transparent. And it also allows users to book their parking space in advance and then be guided directly to their selected spot. So ParkNow users are also protecting the environment and avoiding stress as the tiresome traffic caused by drivers having to search for parking spaces is no longer generated.

### Creating convenient electromobility with BMW i

#### 360° ELECTRIC and ChargeNow

One example of our holistic approach to electromobility is our ➤ **360° ELECTRIC** product and service package. It includes recharging both at home with the BMW i Wallbox and on the go at public charging points that accept ➤ **ChargeNow** – a recharge card that currently enables access and payment at 38,000 public charging points installed by various providers

worldwide. The BMW Group also offers an installation service that checks whether the BMW i Wallbox Pure can be installed at the customer's home. If requested, the qualified on-site electrician from our partner installation company can also deliver, install, start-up and provide instructions on how to use the system. 360° ELECTRIC also includes Assistance Services with connected drive services designed specifically for electromobility, as well as further service and repair offers.

In addition, BMW Add-on Mobility gives customers access to conventional BMW or MINI vehicles for long-distance travel as well as to the car-sharing service DriveNow. 360° ELECTRIC thus provides easy and convenient electromobility in virtually any situation.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

### 2.1 CO<sub>2</sub> emissions

### 2.2 Electromobility

### 2.3 Mobility patterns

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

## PROMOTING SAFETY IN ALL AREAS

As a provider of premium products, safety is fundamental to the BMW Group's sense of product responsibility. This goes for our customers' safety as well as that of other road users.

### Reducing accidents through active and passive safety systems

Active safety includes perfect chassis tuning, optimal traction and effective brakes. Electronic chassis control systems as well as a range of driver assistance systems also contribute towards preventing accidents. In addition, a number of passive safety systems in our vehicles keep road users safe and save lives every day. These include energy absorbing crumple zones, safety passenger cells, belt systems and airbags.

In addition, driver safety training courses ensure the safety of road users. Today the BMW and MINI Driving Experience programme offers some 50 different training courses in over 30 countries worldwide for BMW and MINI cars and BMW motorcycles, with over 26,000 participants in 2015 in Germany alone.

### Guaranteeing product and service information for customers

Information on the safety of our vehicles and on protecting the health and safety of our customers can be found in the in-vehicle operating manuals, in printed form or as an app, and they are also available on the Internet. This is complemented by vehicle signage and additional background information on services, accessories and components.

The BMW Group is obliged by the applicable legislation to inform customers about the proper use of its products and services as well as any potential risks and hazards. In the European Union, for example, we report on the fuel economy of our vehicles based on the NEDC (New European Driving Cycle). We also publish information on fuel consumption and CO<sub>2</sub> emissions for each vehicle model on the websites of the individual brands.

## Using safe materials

In the early development phase, we evaluate the potential materials to be used in a product in order to determine their risk potential and eliminate any problematic materials from the outset. This ensures that all legislation with regard to product safety, health and the environment is complied with worldwide for every phase of the vehicle life cycle (from development to utilisation, and right up to the recycling stage). People with nickel allergies, for example, will be happy to hear that there are no exposed nickel surfaces in current BMW vehicles.

Due to our internal commitment to Responsible Care, the BMW Group has been collaborating with independent toxicologists since the 1990s to measure emissions in vehicle interiors, in order to ensure that the targets set by the experts are met in all new vehicles.

## SMART VEHICLES FOR MORE SAFETY AND ENVIRONMENTAL PROTECTION

BMW ConnectedDrive is a package of intelligent technologies that interconnect the driver, vehicle occupants, the vehicle itself and the environment. The system is based on the two pillars of driver assistance systems (comfort and safety functions) and services (infotainment and mobility products).

BMW i ConnectedDrive Services, for example, uses the Intermodal Routing service to find public transport, free parking spaces close to the respective stop and any bicycles available from Call a Bike – the bike rental system of Deutsche Bahn AG. In this way, the BMW Group makes an active contribution towards increasing intermodal mobility in cities.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

### 2.1 CO<sub>2</sub> emissions

### 2.2 Electromobility

### 2.3 Mobility patterns

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

With the products and services provided by the navigation service HERE, which we purchased in cooperation with other carmakers in 2015, we are taking an important next step towards further smart networks. A wide range of maps and state-of-the-art understanding of location-based services as well as secure processing of private data form the basis on which HERE will expand its growth in future. HERE will remain open for all customers and other investors, in order to broaden the shareholder base.

### Safe driving with driver assistance systems

Driver assistance systems play an important role in making driving safer by providing a second set of eyes to observe what is happening on the road in order to warn and support the driver. These systems are now available for all models, from MINI to all BMWs, right up to the Rolls-Royce models. Driver assistance systems that enable partially automated driving are already integrated into BMW 7 Series vehicles. Drivers themselves decide in each situation what they want to use. One example is Driving Assistant Plus with a steering and lane control assistant as well as remote-controlled parking. The lane control assistant with side collision protection not only ensures that the car does not leave its lane but also actively controls the steering wheel to avoid accidents caused by vehicles approaching from the side. These systems are an important step towards highly automated driving, the aim being to increase safety, convenience and efficiency in the future.

The next goal for the BMW Group to achieve by 2020 is to enable highly automated driving on European motorways, with all the challenges this entails, such as crossing country borders or driving through roadworks.

### Preventing manipulation and ensuring data protection

In order to prevent system manipulation, we have a clear procedure in place that forms an integral part of our development work. Methodically executed “penetration tests”

identify potential weak points and close security gaps even before the components are approved. We turn newly emerging knowledge into binding standards on an ongoing basis in order to provide the greatest possible protection against manipulation, both with regard to access to control devices as well as external penetration of vehicle interfaces.

Personal data of our customers is only collected, processed or used if this is legally permissible, or with the consent of the person in question. In addition, we invest in technical measures to protect the data.

To protect employee data, the BMW Group successfully completed the approval process for the Binding Corporate Rules (BCR) in 2014. The BCR guarantee a statutory data privacy standard that must be implemented and complied with by BMW AG and all its international subsidiaries.

## PROMOTING INNOVATIVE MOBILITY CONCEPTS

In order to create ideal conditions for the use and promotion of innovative mobility services, the BMW Group founded **> BMW i Ventures** to invest in innovative start-up companies. Our partners benefit from our many years of experience, our reach and our broad network of established brands.

BMW i Ventures has made 14 investments so far. In 2014/15, these included:

- **> Zendrive for lower-cost driving**  
Drawing upon mobile technologies and large data volumes, Zendrive provides driver-specific analyses of the economy of the driving style, for example. The driver can access these analyses at any time.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

### 2.1 CO<sub>2</sub> emissions

### 2.2 Electromobility

### 2.3 Mobility patterns

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

### – Intermodal route planning with > Moovit

The Moovit app integrates comprehensive information on bus, tram and subway schedules by using the timetable data of local transport companies as well as real-time data and live information from the “Moovit Community”.

### – > ZIRX on-demand parking service

Users can enter their destination into the ZIRX smartphone app. When they arrive, a ZIRX agent will be there to park the car. While the car is parked, users can book additional services via the ZIRX app.

## RESEARCHING THE MOBILITY OF THE FUTURE

### Placing the focus of research on mobility in megacities worldwide

In 2015, the > Institute for Mobility Research (ifmo) carried out a project on the topic of “New Utilisation Concepts for Individual Mobility” to analyse how car-sharing is changing user mobility patterns. The research found that the average number of kilometres driven per person each year had dropped. Furthermore, the vehicles were used more efficiently.

In another project, the ifmo is currently investigating the long-term effects on mobility patterns of a fully automated vehicle fleet.

### Sustainable Mobility Project – working together to shape urbanity

Under the auspices of the > World Business Council for Sustainable Development (WBCSD), the BMW Group participated in the > Sustainable Mobility Project 2.0 from 2013 to 2015. In this project, global and cross-sectoral groups of mobility-related companies came together with selected city governments to promote sustainable urban mobility, define tracking indicators and identify solutions.

You will find further information and data on products and services here > [Further key indicators](#).

## FORECAST

**We will continue to work on intelligent networking of mobility services, vehicles and infrastructure in order to make urban mobility more flexible, convenient and sustainable.**

Digitalisation will lower entry barriers to the sector, and there are new competitors with offerings such as vehicles with driver assistance systems and mobility services. With its strong brands and innovative solutions such as connected drive, the BMW Group is well prepared for this competition. In addition, digitalisation also comes with new vehicle safety challenges. By complying with the relevant standards, we aim to consistently meet these challenges, thus maintaining our customers’ trust.

# PRODUCTION AND VALUE CREATION

---

Introduction

---

1 STRATEGY

---

2 PRODUCTS  
AND SERVICES

---

**3 PRODUCTION AND  
VALUE CREATION**

3.1 Consumption  
of resources

3.2 Renewable energy

3.3 Sustainable,  
resource-efficient  
supply chain

---

4 EMPLOYEES  
AND SOCIETY

---

5 FUNDAMENTALS

---

Further key indicators

---

GRI G4 Content Index

---

Appendix

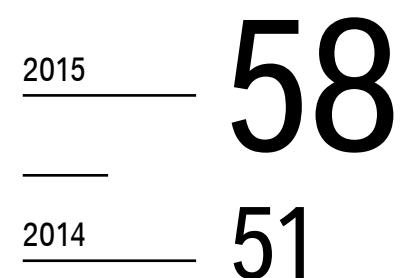
3

## Relevance for BMW Group

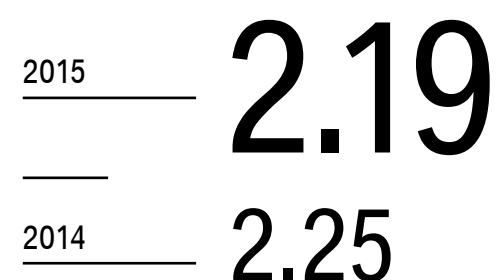
Climate change, scarce resources and social inequality are some of the greatest challenges facing society today. In order to fulfil our vision of being the most sustainable premium manufacturer, we are continuously reducing CO<sub>2</sub> emissions and resources used per vehicle produced, as well as increasing our use of renewable energy sources to supply our locations worldwide. In addition, we foster transparency, resource efficiency and the implementation of environmental and social standards in our supply chain. In doing this, we are making a contribution towards solving the challenges faced by society, and are at the same time reducing both risk and production costs.

# Key facts and figures

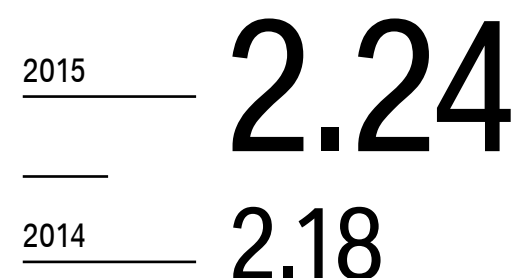
## Share of renewable energy purchased from third parties (in %)



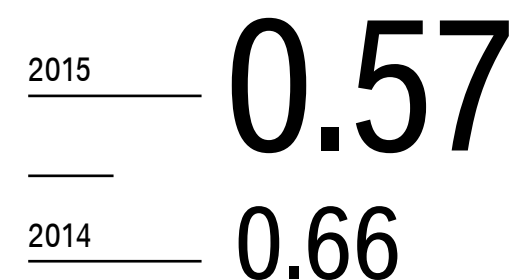
## Energy consumption per vehicle produced (in MWh/vehicle)



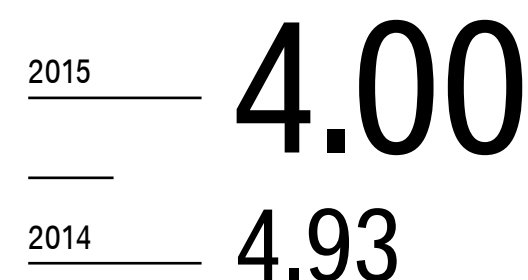
## Water consumption per vehicle produced (in m³/vehicle)



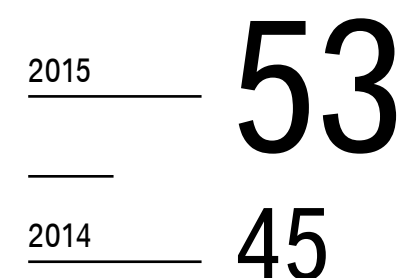
## CO<sub>2</sub> emissions per vehicle produced (in t/vehicle)



## Waste for disposal per vehicle produced (in kg/vehicle)



## Share of production-relevant purchasing volume in the CDP Supply Chain Programme (in %)







Sustainability goal  
**Production and  
value creation**

Consumption of resources

**The BMW Group will reduce its resource consumption (energy, water, waste, solvents) per vehicle produced by 45% by 2020 (base year 2006).**

Environmentally friendly energy generation: the methane gas plant in the US BMW Group plant in Spartanburg.



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

3.1 Consumption of resources

3.2 Renewable energy

3.3 Sustainable, resource-efficient supply chain

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

## 3.1 Consumption of resources

**We apply an environmental management system in order to continuously reduce the energy required to produce our vehicles, CO<sub>2</sub> emissions and raw materials. As a result we reduce our environmental impact, make a contribution towards climate protection and save on scarce resources. At the same time we reduce our production costs.**

Since 2006, we have reduced our use of energy and water, waste and waste water as well as solvents and CO<sub>2</sub> emissions from vehicle production per vehicle produced by an average of 48.1% > [Table 3.01](#).

| Improvement in resource consumption and emissions from vehicle production since 2006 |   |        | T 3.01 |
|--|---|--------|--------|
| Energy consumption   | — | —36.0% | —      |
| Water consumption  | — | —31.3% | —      |
| Process waste water  | — | —45.1% | —      |
| Waste for disposal   | — | —78.9% | —      |
| Solvent emissions  | — | —51.4% | —      |
| CO <sub>2</sub> emissions  | — | —45.7% | —      |

In 2015, utilisation of resources and emissions per vehicle produced were reduced by an average of 7.0% compared with the previous year, yielding savings of €8.2 million.

Environmental protection is part of our sustainability management system. When we signed the **> International Declaration on Cleaner Production** of the United Nations Environment Programme in 2001, we expressly committed to keeping the environmental impact and resource consumption of our production activities as low as possible.

The BMW Group has thus established environmental management systems at all of its existing production plants and plans to install them at all future facilities. With the exception of the motorcycle production in Manaus/BR, which is certified

in accordance with a national standard, all of our production locations, German dealerships, as well as six others in Europe (Vienna/AT, Zurich/CH, Rome/IT, Milan/IT, Madrid/ES and Barcelona/ES) are now certified in accordance with ISO 14001 > [Further key indicators](#).

Environmental improvements that have been effective at one location are implemented at other locations wherever possible. Our six competence centres (for water, waste, energy, emissions, training and the environmental management system) are staffed by environmental experts from the different plants and by specialists from Corporate Environmental Protection. They discuss legal requirements and best-practice solutions with technology experts from the production plants and develop reference systems on which to base future planning and process improvements.

### INTELLIGENT APPLICATION OF RAW MATERIALS THROUGHOUT THE LIFE CYCLE OF OUR VEHICLES

In the early stages of vehicle development, the decisions our designers and engineers make, including the materials and components they select, will determine the resource efficiency of our vehicles. We use Life Cycle Engineering to increasingly integrate environmental aspects into the design and development of our products > [Figure 1.01](#).

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

### Using secondary and renewable raw materials

Secondary raw materials are finding more and more applications in our vehicles. Up to 20% of the thermoplastic materials in our automobiles are already made from recyclates (2012: up to 15%, 2013 and 2014: up to 20%). These materials account for an average of 12% of vehicle weight > [Tabelle 3.14](#). The increasing proportion of recyclates used shows how successful our efforts to complete material cycles in our vehicles have been. Wherever it makes technical, business and environmental sense and is socially acceptable, we replace technical primary materials with natural, renewable materials. This enables us to make an important contribution towards resource efficiency.

### Reducing use of rare earths

Rare earths are key raw materials of a number of components in modern vehicles. How we use rare earths can contribute towards reducing fuel consumption, for example by increasing the efficiency of electrical systems. They are among the critical raw materials when it comes to availability risks. When using them, we carefully balance weight, function and costs.

For example, we are working to further develop magnetic materials in order to reduce the use of rare earths without any negative functional impact. For other components, too, it has been possible to find alternatives to rare earth elements which may become scarce.

### End-of-life vehicle recovery and recycling

Established recovery systems for end-of-life vehicles, components and materials ensure that they are reintegrated into the raw materials cycle. So we do not consider end-of-life vehicles as waste to be disposed of, but rather as a secondary source of raw materials.

Together with its sales organisations in each country, the BMW Group has installed recovery systems for end-of-life vehicles in 30 countries and offers vehicle owners environmentally friendly vehicle recycling at dedicated recovery centres. GRI G4-EN27, GRI G4-EN28

In 2015, the legally required recycling rate for end-of-life vehicles, components and materials in the EU and South Korea was raised to 95% overall recovery (85% reuse and recycling of materials). We laid the groundwork for this early on: all BMW Group vehicles brought to market since 2008 already meet the requirements set for 2015.

At our recycling and disassembly centre, we continuously test new recycling concepts for new vehicle components, for example for the innovative lightweight material carbon-fibre-reinforced plastic (CFRP).



Modern lightweight design: the carbon-fibre frame for the production of the BMW i3 at the BMW Group plant in Leipzig.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

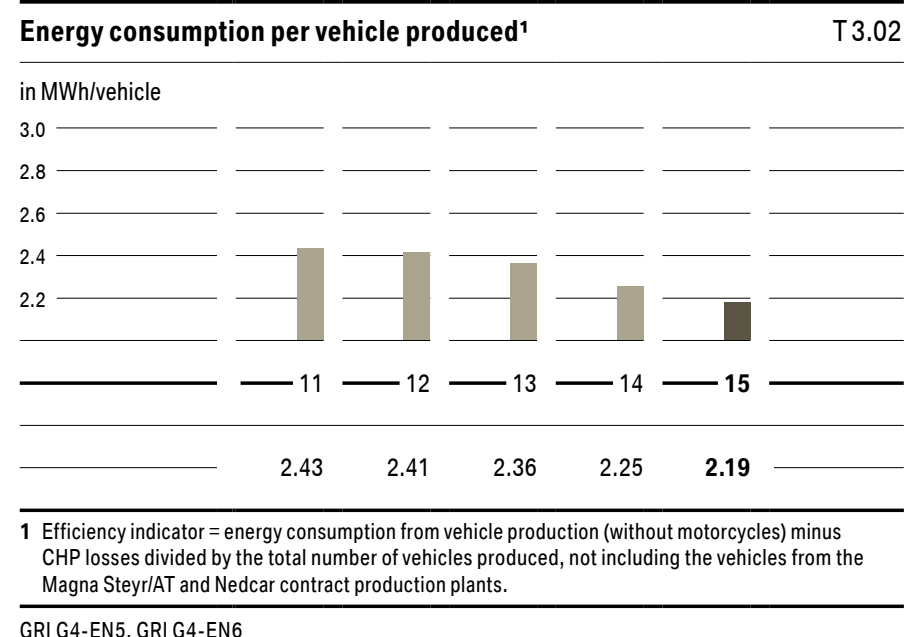
## Further key indicators

## GRI G4 Content Index

## Appendix

## OPTIMISING ENERGY EFFICIENCY

In 2015, we further reduced energy consumption from vehicle production per vehicle produced to 2.19 MWh. This is an improvement of 2.7% compared to the previous year (2014: 2.25 MWh) and a reduction of 36.0% compared to the base year 2006 > [Table 3.02](#). Our measures to reduce energy consumption are thus having an effect and we are coming closer to our goal of reducing consumption per vehicle by 45% by 2020 compared to 2006. GRI G4-EN5, GRI G4-EN6 In addition, the resulting reduction in energy costs in the face of rising energy prices in the medium term makes a significant contribution towards the BMW Group becoming more profitable and more competitive.



### Smart management of energy data

At its locations in Spartanburg/USA, Leipzig/DE, Regensburg/DE, Munich/DE and Landshut/DE, the BMW Group employs a smart energy data management system. The system is based on smart electricity meters that continually measure the energy consumption of production systems and robots and

compare it against the central company network. It is thus seamlessly integrated into and complementary to the existing energy consumption metering systems within the facility and supply structures. As a result, electricity consumption can be reduced and at the same time production security and product quality can be increased. The development of the smart energy data management system is part of the BMW Group's production concept for Industrie 4.0, and it received funding from the > [European Regional Development Fund \(ERDF\)](#).

## SYSTEMATICALLY REDUCING CO<sub>2</sub> EMISSIONS

Climate change is highly relevant for the BMW Group. Reducing CO<sub>2</sub> emissions not only makes environmental sense – it is also a business opportunity for the BMW Group. Fewer CO<sub>2</sub> emissions mean cost savings and competitive advantage due to less energy consumption and avoidance of CO<sub>2</sub> levies. In addition, many of our fleet customers have high expectations with regard to green car policies. So we are reducing CO<sub>2</sub> emissions both at our own locations as well as along the value chain.

### Minimising CO<sub>2</sub> emissions at company locations

CO<sub>2</sub> emissions at the BMW Group locations are generated directly from burning fossil fuels (Scope 1 emissions) and indirectly through the company's electricity and heat consumption (Scope 2 emissions). We focus on reducing CO<sub>2</sub> emissions from our production facilities, which account for around 90% of these Scope 1 and 2 emissions. We are pursuing our vision of CO<sub>2</sub>-free energy supply at all locations.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

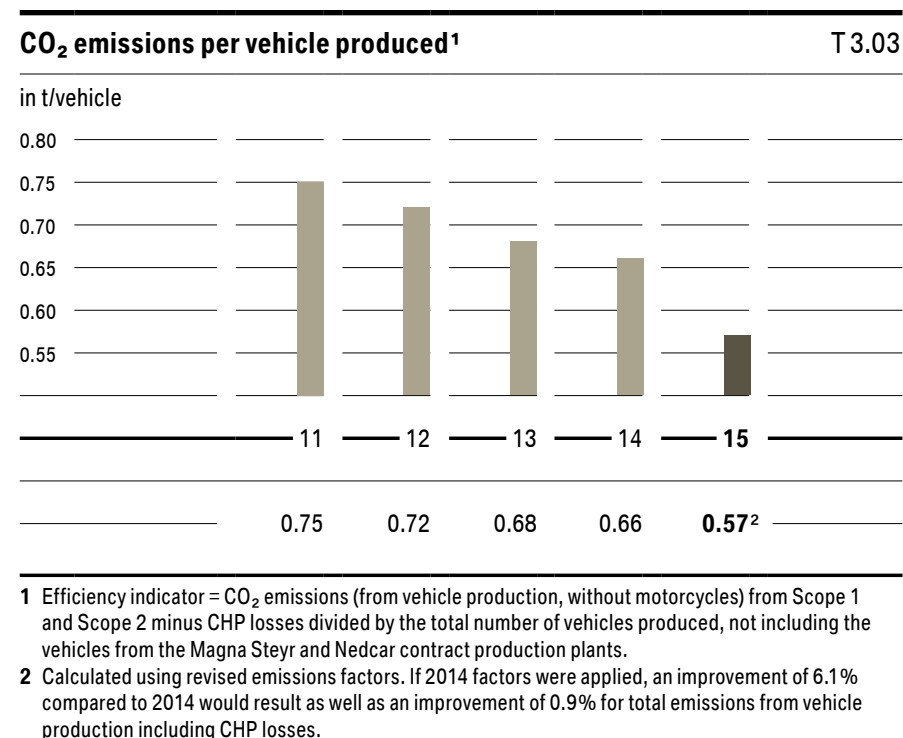
## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

Through the use of our eight highly efficient combined heat and power plants currently in operation, the use of renewable energy at our production locations as well as improved energy efficiency, CO<sub>2</sub> emissions from vehicle production per vehicle produced decreased in the reporting period by another 13.6% compared to the previous year, to 0.57 tonnes (2014: 0.66 tonnes CO<sub>2</sub> per vehicle). We see the continuous decrease in CO<sub>2</sub> emissions per vehicle in recent years as proof of the effectiveness of our measures > [Table 3.03](#).



GRI G4-EN18

In 2015, total emissions in our production network amounted to 1,267,485 tonnes of CO<sub>2</sub> (2014: 1,369,877 t). This means that, in spite of an increase in production volume in 2015 compared to 2014, we achieved a decrease in overall CO<sub>2</sub> emissions in this area. GRI G4-EN18, GRI G4-EN19

## Reducing CO<sub>2</sub> emissions in the value chain

Both upstream and downstream in the value chain, we continually reduce emissions caused by the use and disposal of our products, in our supply chain, in transport logistics and by employees commuting to and from work (Scope 3). Just over 70% of these Scope 3 emissions are generated during the utilisation phase (not including upstream fuel). With our Efficient Dynamics Strategy we are continually reducing the average fleet emissions of CO<sub>2</sub> per kilometre worldwide – in 2015 by 3.3% to 147 g CO<sub>2</sub>/km (2014: 152 g CO<sub>2</sub>/km).

Another 24% of the Scope 3 emissions were generated in the upstream supply chain. We constantly work with our suppliers to look for further possibilities to use resources more efficiently > [Chapter 3.3](#). Around 2% of the Scope 3 emissions are caused by the global transport volume required to supply our production plants with materials, to deliver our vehicles and to supply spare parts to the markets. In order to keep these CO<sub>2</sub> emissions to an absolute minimum, we work on the principle “production follows the market”. We are also continually increasing the share of low-carbon modes of transport. For example, we were able to significantly reduce the share of air freight in overall transport volume in the reporting period. The large number of new vehicles that leave our plants by rail also contribute towards lower CO<sub>2</sub> emissions. We were able to keep this number at a high level of 63.1% (2014: 63.3%).

With Design for Recycling, we ensure that as many of the components as possible flow back into the materials cycle once the vehicle has reached the end of its life cycle. This leads to lower CO<sub>2</sub> emissions in the value chain > [Introduction](#).

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

| BMW Group CO <sub>2</sub> footprint   |           |            |            |            |                      | T 3.04 |
|---|-----------|------------|------------|------------|----------------------|--------|
| in t CO <sub>2</sub>  |           |            |            |            |                      |        |
|   | 11        | 12         | 13         | 14         | 15                   |        |
| Total emissions <sup>1</sup>  | 2,715,364 | 61,603,503 | 64,019,874 | 66,913,264 | 68,991,955           |        |
| <b>Scope 1: Direct greenhouse gas emissions</b>   |           |            |            |            |                      |        |
| Total emissions   | 450,828   | 484,612    | 492,798    | 494,931    | 536,168              |        |
| — Emissions of BMW Group locations  | 370,241   | 395,012    | 399,473    | 403,810    | 443,575 <sup>2</sup> |        |
| — Company vehicles  | 76,120    | 84,633     | 88,695     | 85,695     | 87,358               |        |
| — Company-owned planes  | 4,468     | 4,966      | 4,630      | 5,426      | 5,235                |        |
| <b>Scope 2: Indirect greenhouse gas emissions</b>   |           |            |            |            |                      |        |
| Total emissions   | 858,785   | 862,214    | 922,843    | 966,067    | 923,313 <sup>3</sup> |        |
| — Electricity/heat purchased by BMW Group locations   | 858,785   | 862,214    | 922,843    | 966,067    | 923,313 <sup>3</sup> |        |
| <b>Scope 3: Indirect greenhouse gas emissions</b>   |           |            |            |            |                      |        |
| Total emissions   | 1,405,751 | 60,256,678 | 62,604,233 | 65,452,266 | 67,532,474           |        |
| — Logistics   | 1,195,887 | 1,247,100  | 1,383,774  | 1,518,304  | 1,402,082            |        |
| — Business trips  | 108,492   | 111,971    | 113,388    | 137,601    | 138,522              |        |
| — Employees' commuter traffic <sup>4</sup>  | 101,372   | 113,505    | 122,584    | 121,428    | 133,690              |        |
| — Upstream chain <sup>5</sup>   | —         | 12,592,090 | 13,274,865 | 14,331,118 | 14,886,300           |        |
| — Utilisation phase <sup>6</sup>  | —         | 45,251,958 | 46,696,786 | 48,239,470 | 49,582,958           |        |
| — Disposal <sup>5</sup>   | —         | 940,054    | 1,012,836  | 1,104,345  | 1,145,158            |        |
| <sup>1</sup> Addition of emissions from employees' commuter traffic, from 2012 onwards emissions from supply chain, utilisation phase and disposal as well as from 2015 onwards BMW Group location emissions from BMW Motorrad Berlin/DE and corporate functions, development and administration in Munich/DE. Climate-relevant gases other than CO <sub>2</sub> are not included in Scope 1 and 2 emissions.<br><sup>2</sup> Figure not directly comparable to previous year due to changes in system boundaries. Emissions from company production locations, including BMW Motorrad Berlin/DE as well as corporate functions, development and administration in Munich/DE. Application of VDA emissions factors revised in 2015.<br><sup>3</sup> Figure not directly comparable to previous year due to changes in system boundaries. Emissions from company production locations, including BMW Motorrad Berlin/DE as well as corporate functions, development and administration in Munich/DE. Market-based emissions in accordance with GHG Protocol Scope 2 Guidance. Application of supplier electricity labelling 2014 in Germany, RE DISS II factors 2013 in UK and AT as well as the VDA factors revised in 2015. Scope 2 emissions calculated using "location-based" method (overall third-party electricity and heat purchased calculated using VDA factors): 1,472,437 t CO <sub>2</sub> .<br><sup>4</sup> Extrapolation from the table "Means of transport used by BMW employees and indirect CO <sub>2</sub> emissions from employees' commuter traffic".<br><sup>5</sup> Thinkstep's LCA tool Gabi calculates emissions from supply chain and disposal processes, based on the carbon footprints of representative vehicles from the product lines (including the climate-relevant gases CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, SF <sub>6</sub> , NF <sub>3</sub> , among others). Corresponding with the CO <sub>2</sub> e emissions, energy consumption (lower heating value) is calculated based on the environmental footprints. Around 67,850,000 MWh in the supply chain as well as 460.000 MWh at the disposal companies.<br><sup>6</sup> The fleet emissions are extrapolated from the average fleet emissions of the main sales markets of the BMW Group. The calculation was based on an average mileage of 150,000 km. |           |            |            |            |                      |        |
| GRI G4-EN4, GRI G4-EN15, GRI G4-EN16, GRI G4-EN17   |           |            |            |            |                      |        |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

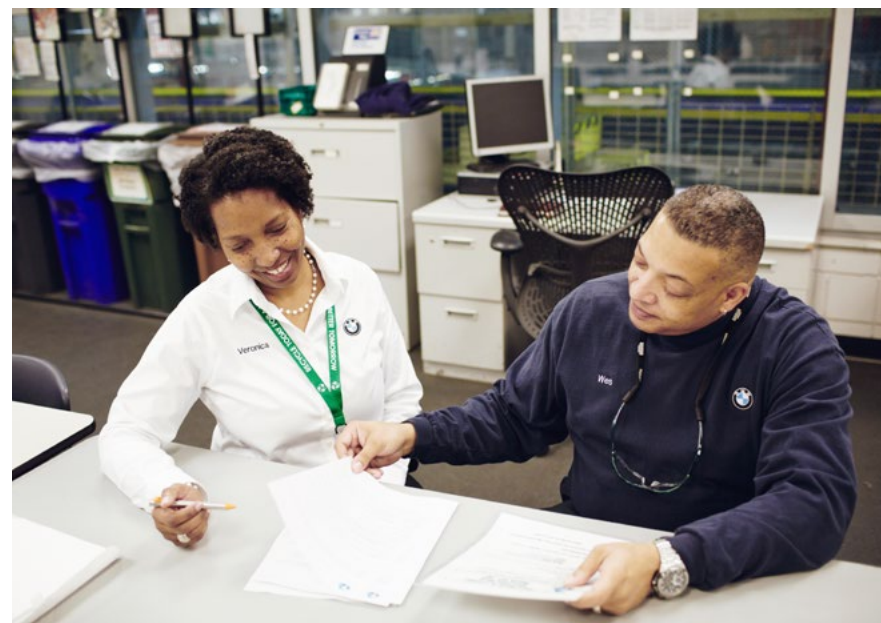
## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix



Avoiding waste: waste management employees at the US BMW Group plant in Spartanburg.

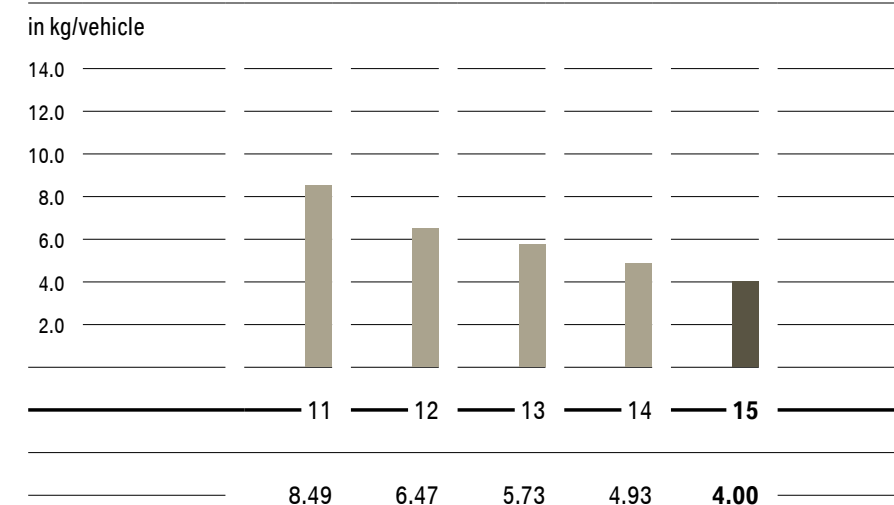
## AVOIDING AND RECYCLING WASTE

With raw materials becoming increasingly scarce worldwide, the BMW Group engages in recycling management throughout material life cycles. We want to reduce all waste to a minimum, to the extent that it is technically possible. This also makes business sense, because what we think of as waste is often a valuable resource.

We have already achieved our aim of reducing waste volume by 45% by 2020 compared to the base year 2006. In spite of this, we continue to minimise the share of waste for disposal, and integrate as many residual materials as possible into a complete life cycle management system. We achieve this by improving our waste separation processes and working hard to find further recycling and reuse options for the individual waste types.

Non-recyclable production waste was further reduced in 2015, to 4.0 kg per vehicle produced (–18.9% compared to 2014, > Table 3.05). We see this as evidence that our waste reduction efforts have been successful.

### Waste for disposal per vehicle produced<sup>1</sup> T 3.05



<sup>1</sup> Efficiency indicator = waste for disposal from vehicle production divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr/AT and Nedcar contract production plants.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

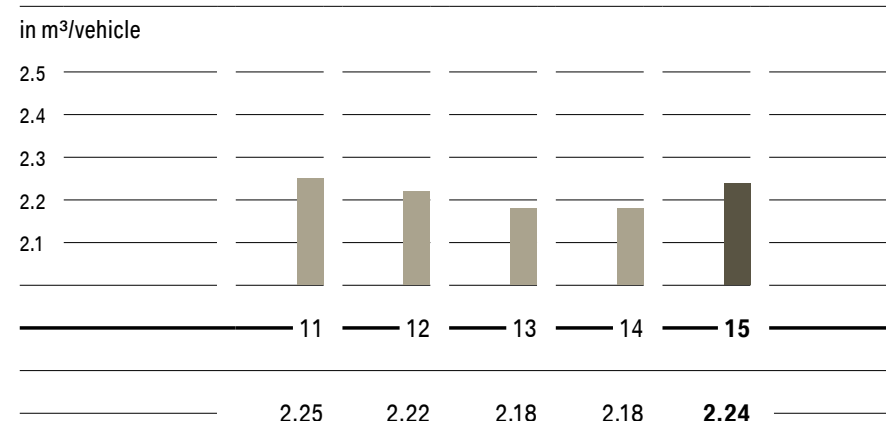
### Appendix

## REDUCING WATER CONSUMPTION AND WASTE WATER

Water is becoming an ever scarcer resource. Currently, there is no risk to water supply at the BMW Group's production plants, even though we are active in countries with high water risk, such as South Africa, the USA and China. However, in these countries in particular, we are continuing to reduce our water consumption in order to help preserve this very scarce resource.

We work on an ongoing basis to implement our vision of waste-water-free processes in our production facilities. The three largest water consumers at the BMW Group are the sanitary facilities for our workforce (45%), evaporation, mainly in cooling towers (around 35%), and the production processes, in particular at the paint shops (20%). We are continuously improving our resource efficiency in all three areas.

**Water consumption per vehicle produced<sup>1</sup>** T 3.06

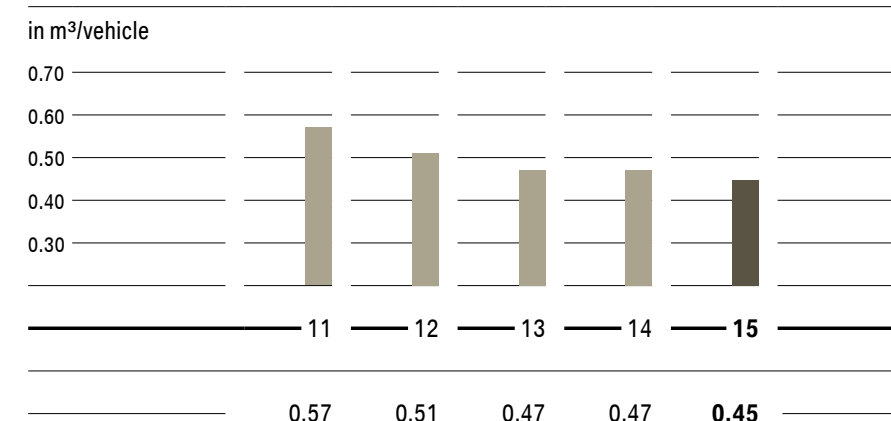


<sup>1</sup> Efficiency indicator = water consumption from vehicle production divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr/AT and Nedcar contract production plants.

Water consumption from vehicle production per vehicle was 2.24 m<sup>3</sup> in 2015. This is a decrease of 31.3% compared to the base year 2006; however, it is a slight increase compared to the previous year (2014: 2.18 m<sup>3</sup>). The main reason for this is the extremely hot and dry summer worldwide, which led to significantly higher water consumption for cooling and air humidification. 86% of the water used by the BMW Group comes from the public drinking water system. The remaining 14% is groundwater. We avoid consuming water from sensitive sources (i.e. water from conservation areas). There was no such consumption in the reporting period, nor is it planned in the future.

In 2015, 0.45 m<sup>3</sup> of process waste water was generated per vehicle > Table 3.07. Through continuous improvement of our plants, in particular the optimisation of our paint shops, a reduction of 4.3% compared to the previous year was achieved (2014: 0.47 m<sup>3</sup>). This is a reduction of 45.1% compared to 2006. So we have already achieved our savings target for 2020 (45% reduction compared to 2006).

**Process waste water per vehicle produced<sup>1</sup>** T 3.07



<sup>1</sup> Efficiency indicator = process waste water from vehicle production divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr/AT and Nedcar contract production plants.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

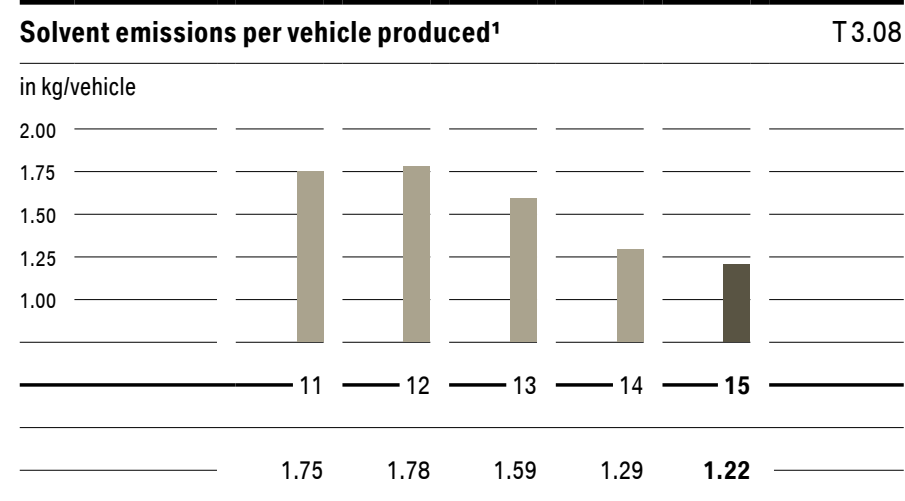
## GRI G4 Content Index

## Appendix

## MINIMISING SOLVENTS

In our Group-wide environmental efforts, we also aim to minimise the impact on the environment of our emissions of volatile organic compounds (VOC). These are primarily generated in our paint shops. By the end of 2015, VOC emissions from vehicle production per vehicle produced had been reduced by 51.4% compared to 2006, significantly exceeding the goal we had set ourselves of a 45% reduction by 2020 > [Table 3.08](#). This decrease was achieved by modernising older plants, optimising existing plants and improving post-process treatment systems.

With an average of 1.22 kg VOC emissions per vehicle produced, we are below the stringent maximum levels stipulated in Germany at almost all plants worldwide. The maximum levels stipulated by the individual countries are also complied with at all production locations. VOC emissions per vehicle produced dropped by 5.4% in 2015 compared to 2014 through the use of integrated paint process technology and improved post-process treatment of waste air.



<sup>1</sup> Efficiency indicator = VOC emissions from vehicle production divided by the total number of vehicles produced, not including the vehicles from the Magna Steyr/AT and Nedcar contract production plants.

## FORECAST

The BMW Group will continue to successfully pursue its efforts to increase resource efficiency in the coming years. For example, at our plant in Munich/DE, we are currently building a new top-coat lacquer system that will start series production in the third quarter of 2017.

In order to further reduce our energy consumption, we plan to switch a large number of our production plants to LED lighting technology in 2016 and 2017. In addition, we intend to continue to expand the existing combined heat and power plants and install new ones at further locations.

To further reduce water consumption, we plan to introduce measures to reduce freshwater consumption in the paint shop of our Spartanburg/USA plant. In addition, we are making a contribution towards reducing freshwater consumption by rebuilding our paint shop in Munich.

We will continue to work to reduce VOC emissions, although in 2016 process start-ups in Munich/DE and Dingolfing/DE are likely to cause a temporary increase.



Sustainability goal  
**Production and  
value creation**

## Renewable energy

**By 2020, the BMW Group will be the leader  
in the use of renewable energy in production  
and value creation.**

Renewable energy: the photovoltaic system on the roof  
of the BMW Group plant in Oxford.



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

3.1 Consumption of resources

3.2 Renewable energy

3.3 Sustainable, resource-efficient supply chain

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

## 3.2 Renewable energy

Global climate change has led us to continuously reduce CO<sub>2</sub> emissions caused by energy consumption at our production facilities. The BMW Group takes a holistic approach to energy. Top priority is given to systematic reduction of energy consumption, as energy savings are always the best alternative, both for the environment and for our business. To cover the remaining energy requirements, we are expanding our own renewable energy generation systems and are increasingly drawing power from local renewable sources.

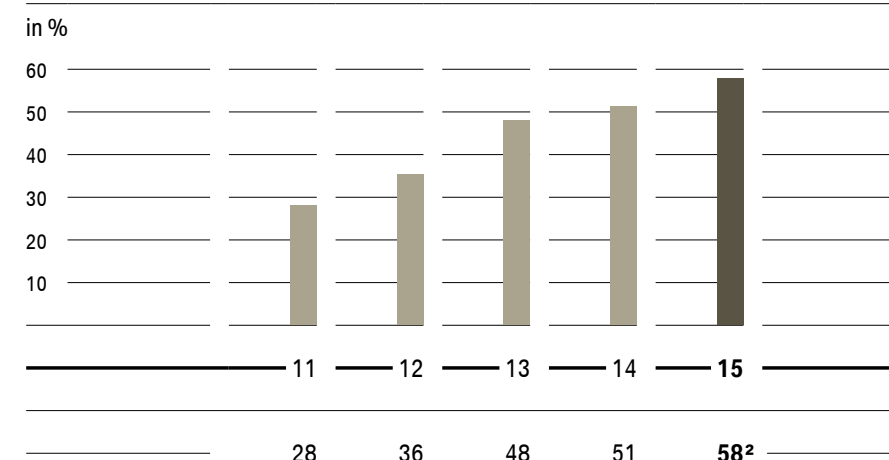
We continually increase the use of renewable energy along the entire value chain. In addition to promoting the use of renewable energy in vehicle utilisation > Chapter 2.2, we primarily focus on our own plants. A large share of CO<sub>2</sub> emissions in the manufacture of our products are generated by our suppliers. That's why we support the use of renewable energy in our supply chain, too.

This enables us to promote the use of sustainable energy sources, reduce our environmental impact and make sure that we work as efficiently as possible with scarce raw materials. Depending on the region and measures taken, our commitment pays off, as technological advances have made green energy increasingly affordable and it is already sometimes cheaper than CO<sub>2</sub>-emitting power from the public networks.

### Continuing to increase the share of renewable energy at our locations

In 2015, we continued to expand our use of renewable energy. There was a significant increase in the volume of electrical energy drawn from renewable sources worldwide. For the BMW Group, this share amounted to 58% > Table 3.09. This increase is the result of our continuous measures to increase the use of renewable energy sources.

Share of renewable energy purchased from third parties<sup>1</sup> T 3.09



<sup>1</sup> Calculated based on volumes of green energy purchased (directly or indirectly via certificates of origin) as well as the conservative calculation of country-specific energy shares from renewables purchased from third parties. (Modification in calculation method for Germany and Austria due to use of transparency data in supplier invoices since 2012.)

<sup>2</sup> Figure not directly comparable to 2014. Figure includes all BMW Group production locations as well as corporate functions, development and administration in Munich/DE. The 2014 figure was based on vehicle production. Figure for vehicle production in 2015: 56%.

### EXPANDING USE OF RENEWABLE ENERGY AT BMW GROUP LOCATIONS

We do not focus on any one particular renewable energy source at our locations. We decide at each location which concept makes the most sense in view of local conditions. A number of different technologies are therefore used to generate energy at our locations. Two examples of this are our plants in South Africa and Austria:

#### – Rosslyn/ZA

Since October 2015, a combined heat and power plant of an independent operator > **Bio2Watt** has been supplying renewable energy to our plant in Rosslyn/ZA. The power plant runs on biogas drawn from waste from cattle and chicken farms as well as from food production plants. In 2015, the plant delivered 3.1 GWh, or 4.5% of the entire electricity volume required by our plant.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix



Using new ideas: environmentally friendly energy from biomass for the South African BMW Group plant in Rosslyn.

### – Steyr/AT

The majority of the energy supplied to our plant in Steyr/AT is green energy. Just under half of the heat required comes from district heating that is completely carbon-neutral as it is drawn from wood chip combustion. The remaining heat required is primarily drawn from CO<sub>2</sub>-efficient gas-fired combined heat and power plants installed directly in the plant.

## OFFERING FLEXIBLE SOLUTIONS FOR RENEWABLE ENERGY

A key prerequisite for the expansion of renewable energy is to separate generation and consumption of energy in terms of time. To achieve this, we are taking a number of innovative approaches. One example is Battery Second Life:

### – Battery Second Life

Battery Second Life offers a solution for flexible storage of renewable energy. Old BMW i batteries are used for stationary storage of excess energy. We already have a system at our Leipzig/DE plant that shows how this can work. We combined four used >BMW i3 batteries to make one large, 1,000 kg-heavy storage system. This store is sufficient to supply a three-person household with energy for one week.

The system stores the energy from four wind turbines that supply the plant, thus making it possible to have renewable energy available, even when the wind is not blowing. The >BMW i3 charging points installed at our plant are also supplied with energy from this source, so the vehicles can be run on energy from wind power.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix



Harnessing existing potential: carbon-fibre production in Moses Lake/US with hydroelectric power.

## PROMOTING RENEWABLE ENERGY IN THE SUPPLY CHAIN

We also promote the use of renewable energy in our supply chain. Our work begins at the strategic level: based on information we draw from our suppliers as part of the Supply Chain Programme of the [CDP](#) [Chapter 3.3](#), we agree with our suppliers that they will increase the share of renewable energy they use.

### Manufacturing carbon fibres with hydropower

We use our own experience with the use of renewable energy in order to also reduce CO<sub>2</sub> emissions within our supplier network. One example of this is the production of carbon fibre by our joint venture with the SGL Group in Moses Lake/US, where the carbon fibres for our BMW i models are manufactured.

The production of carbon fibre is very energy-intensive. Therefore, the availability of renewable hydropower was key in the decision to build the plant in Moses Lake/USA. The plant is run entirely on renewable energy, which is mainly generated by two neighbouring power plants at Columbia River. With our joint venture, we are laying the foundation stone at the very beginning of the value chain for the reduction of CO<sub>2</sub> emissions throughout the life cycle of the BMW i models.

## FORECAST

In the coming years, we will further intensify our activities to expand renewable energy use. Among other things, we plan to expand our in-house energy generation via photovoltaic systems at our plants in Germany. Similar plans are in place for our international locations. In addition, we plan to support the generation of renewable energy at plants close to our production locations in Germany and the UK.

And we will also analyse the economic, political and regulatory framework conditions to expand renewable energy in all countries with BMW Group production locations, and define further steps to expand our use of green energy.





Sustainability goal  
**Production and  
value creation**

Sustainable, resource-efficient supply chain

**The BMW Group will significantly increase  
transparency and resource efficiency in the  
supply chain by 2020.**



Working together with suppliers: seats for the  
Tiexi plant in China.



Introduction

1 STRATEGY

2 PRODUCTS  
AND SERVICES

3 PRODUCTION AND  
VALUE CREATION

3.1 Consumption  
of resources

3.2 Renewable energy

3.3 Sustainable,  
resource-efficient  
supply chain

4 EMPLOYEES  
AND SOCIETY

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

## 3.3 Sustainable, resource-efficient supply chain

As part of the global growth of the BMW Group, we are shifting our value creation more strongly towards the respective sales markets. Increasing internationalisation of procurement leads to great opportunities but also to new sustainability risks. In view of our large number of suppliers and sub-suppliers, maintaining sustainability standards is a huge challenge. Only if we work closely with our business partners can we increase transparency and resource efficiency in the supply chain and ensure that sustainability standards are complied with.

Because much of the value-added is created by our suppliers, it is not enough for us to comply with sustainability standards only for our own production. This is why we insist that our suppliers also implement social, environmental and governance standards. In addition, we train our own employees as well as those of our business partners to implement sustainability criteria along the value chain.

We have set ourselves the goal of significantly increasing transparency and resource efficiency in the supply chain by 2020. To do this, we have a comprehensive risk management system in place to ensure that our sustainability standards are complied with, in particular at the production facilities of our direct suppliers. We work with our suppliers to develop increasingly efficient ways of using resources, provide direct support for innovations in the area of sustainable technologies and processes, increase transparency and improve the working conditions at our suppliers' companies. For selected raw materials we also analyse what action needs to be taken to implement sustainability criteria along the supply chain and carry out the required measures in collaboration with our suppliers. This helps us to reduce risk, raise awareness for sustainability and protect resources.

We were able to make significant progress in 2015:

- Around 1,900 supplier locations were assessed for the first time based on an industry-specific sustainability questionnaire. Assessments are carried out at all nominated supplier locations as well as at potential and already active facilities.
- Supplier locations that do not comply with the BMW Group's minimum requirements (e.g. in accordance with **> UN Global Compact** criteria) must agree to install a corrective action plan. In 2015, our system logged corrective action plans with target deadlines for around 400 supplier locations.
- Suppliers who took part in the Supply Chain Programme of the CDP in 2015 reported an overall reduction of 35 million tonnes in CO<sub>2</sub> emissions (2014: 21 million t).

### Principles and standards for suppliers

For the BMW Group, it is essential that our business partners meet the same environmental and social standards we have set ourselves. The BMW Group Supplier Sustainability Standards are the foundation on which this process is based. The standards establish basic principles that are to be adhered to by all BMW Group suppliers. This includes compliance with all internationally recognised human rights as well as environmental, labour and social standards. The BMW Group Sustainability Standard is an integral part of the request for proposal documentation for new suppliers and is thus a key tool in the integration of sustainability aspects into the procurement process.

Each potential new supplier must take into consideration the BMW Group sustainability requirements when submitting a proposal. All agreements concluded by BMW AG with its suppliers contain clauses based on the principles of the **> UN Global Compact** and the **> International Labour Organization (ILO)**. These agreements also specify that a contractual

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix

commitment must be made to comply with human rights, labour and social standards as well as to implement environmental management systems [> BMW Group website on supplier network](#). When they sign the contract, our suppliers also commit to ensuring that their suppliers in turn comply with these agreements.

### Adapting purchasing to local value creation

Increasing globalisation, networking of supplier markets and expansion of the BMW Group's sales and production activities overseas leads to constant change in the distribution of purchasing volumes. The focus of growth in the coming years in this area will be in the NAFTA region (USA, Canada and Mexico). In 2015 the share of local value creation was 15.9% (2014: around 14.5%). This is due to the increase in production volume at the Spartanburg plant in the USA. It is also the result of the construction of the BMW Group plant in San Luis Potosí in Mexico, which is scheduled to open in 2019. This is in line with the company's strategy of balanced global growth in sales, production and purchasing volumes. [> Table 3.10](#) gives an overview of the origin of our production material.

### Training employees and suppliers

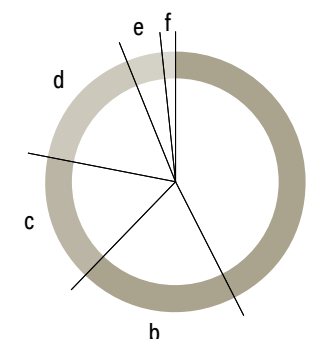
Our sustainability training programmes are designed both for our purchasers and our suppliers. We raise their awareness of the topic and they learn about cause and effect. We also clearly communicate our expectations to them. In this way, we enable participants to make decisions that contribute towards greater sustainability in the supply chain.

We aim to train as many of our purchasers as possible. In 2015, around 247 new purchasers (2014: 581) took part in this training. We also provided training for 20 of our suppliers (2014: 38) and carried out cross-industry training courses for BMW suppliers with identifiable sustainability deficits in India (15 suppliers) and South Africa (46 suppliers).

### Regional mix of BMW Group purchase volumes in 2015

T 3.10

in %, basis: production material



|                               |      |                                 |      |
|-------------------------------|------|---------------------------------|------|
| a) Germany                    | 42.6 | d) NAFTA                        | 15.9 |
| b) Central and Eastern Europe | 19.7 | e) Asia/Australia (incl. China) | 4.6  |
| c) Rest of Western Europe     | 15.8 | f) Africa                       | 1.4  |

GRI G4-12

Another important enabling measure in 2015 was our sustainability day for suppliers and all employees of the BMW Group at the Munich/DE location, where 19 of our most innovative suppliers presented their sustainability strategies and measures.



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

3.1 Consumption of resources

3.2 Renewable energy

3.3 Sustainable, resource-efficient supply chain

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

Risk management process of the BMW Group

F3.01

1. Identify risks

Identify high-risk supplier locations based on sustainability risk filter

Identify and analyse high-risk suppliers based on media screening

2. Retrieve self-assessment questionnaire

Obtain self-assessment/ sustainability questionnaire

Develop supplier-specific corrective action plan, based on self-assessment

3. Carry out assessments and audits

Sustainability audit conducted by independent external auditors

Corrective action plan based on audit result

MINIMISING RISKS

The main instrument we use to ensure implementation of our sustainability standards is our sustainability risk management process. It is made up of the following three steps > [Figure 3.01](#).

1. Identify risks

In order to identify risks, we use a BMW Group-specific sustainability risk filter. This filter takes account of both regional and product-specific risks. This includes, for instance, an assessment of social risks in certain countries, such as child labour or forced labour. However, we also consider environmental risks such as damage to nature, emissions and process materials containing substances that can be hazardous to health.

2. Retrieve self-assessment questionnaire

In many areas, it is more efficient to take a cross-industry approach. In autumn 2014, we replaced the BMW Group self-assessment questionnaire with a sustainability questionnaire for the automotive industry. Each nominated supplier must provide information about their implementation of environmental, social and governance standards, for example with regard to compliance with human rights and bans on forced labour at their production locations. Sustainable use of materials such as secondary aluminium is also verified at the request for proposal stage. The existence of an environmental

management system in accordance with ISO 14001 is also logged by the new questionnaire and is the basic prerequisite for our suppliers of production material and capital equipment. After the proposal has been submitted, these details are included as key decision-making indicators in the procurement process. In 2015, a total of around 1,900 nominated, active and potential suppliers were assessed via this questionnaire. By establishing sustainability requirements in the tendering process, we not only increase transparency along the supply chain but also raise the awareness of this topic on the part of our suppliers' top managers. As a result, a number of our suppliers have taken decisive measures to better establish sustainability within their companies.

GRI G4-EN32, GRI G4-LA14, GRI G4-HR10, GRI G4-SO9

If a low sustainability level is identified on a supplier's questionnaire, we communicate the industry-wide standard recommendations to them, which we evaluate based on the BMW Group sustainability standards for the supplier network. In order to ensure that such a supplier qualifies for nomination in the tendering process, the BMW AG purchaser requires that improvement measures be implemented by start of production at the latest.

In 2015, our system logged corrective action plans with target deadlines for around 400 supplier locations. An external service provider checks that the measures have been implemented by the date agreed upon. The key corrective measures

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

from the perspective of the **> UN Global Compact** were related to implementation of the following aspects: Sustainability policy for suppliers and their sub-suppliers, Human Rights policy, social and compliance management systems, as well as instructions on how to work with chemicals.

For suppliers with sustainability deficits, we supplement the supply contracts with corrective action plans and binding rules. We can thus ensure that all sustainability requirements will be met by start of production or provision of services. GRI G4-EN33, GRI G4-LA15, GRI G4-HR11, GRI G4-SO10

In the case of sub-suppliers, we only have indirect influence on the implementation of sustainability standards. However, we oblige our direct suppliers to ensure that our sustainability requirements are also met by their sub-suppliers. In addition, we develop specific measures for individual supply chains such as participation in the **> Aluminium Stewardship Initiative (ASI)**, a cross-industry initiative for sustainable manufacture of aluminium. The ASI aims to establish a standard for responsibly produced aluminium along the entire value chain. The initiative was able to make significant progress in recent years. This includes the formulation of principles, criteria and indicators in a multi-stakeholder process. In addition, a traceability model for the value chain was developed. The next step is to establish the ASI as an independent organisation and carry out a pilot application of the standard.

### 3. Carry out assessments and audits

If the sustainability risk filter identifies supplier locations that demonstrate an increased risk of non-compliance with sustainability standards, they are checked, trained and, if applicable, certified by independent sustainability audits or BMW Group sustainability assessments. The sustainability audits are carried out by external auditors, while the sustainability assessments are implemented by employees of the BMW Group.

If the results of an audit show non-compliance or potential for improvement, we work with the supplier to develop a specific plan of action and provide as much assistance as possible with implementation, which generally must take place before start of production. If the supplier is uncooperative or in breach of a fundamental BMW Group sustainability clause, the contract may not be granted or termination of business relations may follow. Our goal, however, is to determine the majority of risks during the first two steps, to manage these risks and to help suppliers raise their sustainability standards.

Our Supply Chain Response Team responds to individual non-compliance with our sustainability principles. The team is made up of one representative each from Operational and Strategic Purchasing, Corporate Strategy (a sustainability expert), Corporate Communications and the Works Council. In 2015, the Supply Chain Response Team had no cases to address as there were no reports of potential non-compliance with our sustainability principles.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

### 3.1 Consumption of resources

### 3.2 Renewable energy

### 3.3 Sustainable, resource-efficient supply chain

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix



Innovative logistics: the first electric 40-tonne truck to supply the BMW Group plant in Munich.

## INCREASING TRANSPARENCY AND IMPROVING RESOURCE EFFICIENCY

Our sustainability risk management system increases transparency with regard to social and environmental risks in the supply chain, raises awareness among our suppliers' top management and helps us to introduce and track the corresponding corrective measures. A further measure to increase transparency in the supply chain and to improve resource efficiency is the Supply Chain Programme of the **> CDP**.

Since 2014, we have been participating in the Supply Chain Programme of the CDP and have set ourselves the ambitious goal of having a large part of our direct purchasing volume covered by the CDP reporting of our suppliers by 2016. In 2015, we were already able to cover around half of our purchase volume. Within the CDP, participating suppliers report on their CO<sub>2</sub> status and, if applicable, the water consumption status of the previous year. A large number of qualitative and

quantitative questions are answered, ranging from integration into corporate strategy, to risk management, targets and initiatives, right up to CO<sub>2</sub> emissions and volumes of renewable energy used. An overall evaluation verifies the completeness and content of the answers. The results are fed into the purchasing strategies of the relevant departments and a competitive comparison is played back to the key suppliers during their annual supplier development interviews. Based on this, we make agreements with our suppliers on development paths for improvement.

Of the 99 BMW suppliers participating in the CDP in 2015, 84% integrated measures to combat climate change into their corporate strategy and 64% also set themselves corresponding targets. 80% of participating suppliers already reported reduced emissions for individual projects and 35% were even able to keep their overall CO<sub>2</sub> emissions constant or reduce them. Savings of 35 million tonnes of CO<sub>2</sub> equivalent were reported to us from our supplier network for the year 2015 (2014: 21 million t). These savings mainly resulted from an increase in energy efficiency in production processes and from optimisation of transport processes.

The rising number of suppliers in the CDP as well as the increase in average disclosure within the CDP would seem to indicate that our efforts to increase transparency in the supply chain are effective. In addition, the rise in CO<sub>2</sub> savings communicated to us indicates that resource efficiency in the supply chain is increasing.



## SUSTAINABLE EXTRACTION AND PROCUREMENT OF RAW MATERIALS

With today's multilayered and dynamic global supply chains, tracing the route of a raw material from the mine to the end product is an extremely complex undertaking. This is mainly due to the intermediate trade and processing stages and commodities trading on the stock exchange. It is therefore quite a challenge to implement sustainability standards as early as the raw materials extraction stage.

In view of this, the BMW Group focuses on selected relevant or critical raw materials and supply chains. We analyse and evaluate both the supply chains as well as the action required and then derive measures that we implement in conjunction with our suppliers. We also participate in cross-industry initiatives for sustainable use of raw materials. One example of this is the [Aluminium Stewardship Initiative \(ASI\)](#) [Minimising risks](#).

### FORECAST

From 2016 onwards, progress compared to the previous year will be evaluated during the suppliers' CDP interviews. A pilot project to consider CO<sub>2</sub> emissions levels in the tendering decision is also planned.

We also work with our suppliers to look for further possibilities to use resources such as energy more efficiently as well as to continuously improve working conditions in the supply chain.

# EMPLOYEES AND SOCIETY

---

Introduction

---

1 STRATEGY

---

2 PRODUCTS  
AND SERVICES

---

3 PRODUCTION AND  
VALUE CREATION

---

4 EMPLOYEES  
AND SOCIETY

4.1 Health and  
performance

4.2 Long-term employee  
development

4.3 Diversity

4.4 Intercultural  
understanding

---

5 FUNDAMENTALS

---

Further key indicators

---

GRI G4 Content Index

---

Appendix

## Relevance for BMW Group

The success of the BMW Group is based on the performance of its employees. Their dedication makes the crucial difference in remaining competitive. The increasing average age of the world population as well as the diversity of lifestyles and cultures call for foresight and flexibility. As a company that is currently active in over 150 countries, these developments affect us worldwide. With secure and attractive jobs and our commitment to promoting intercultural communication, we make a contribution to safeguarding our future viability.



## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

#### 4.1 Health and performance

#### 4.2 Long-term employee development

#### 4.3 Diversity

#### 4.4 Intercultural understanding

### 5 FUNDAMENTALS

#### Further key indicators

#### GRI G4 Content Index

#### Appendix

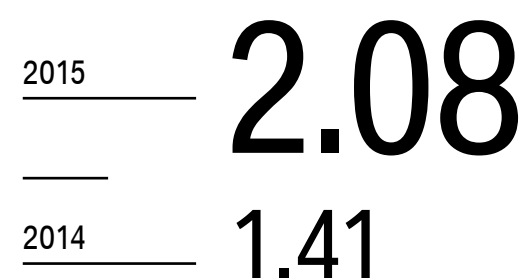
# Key facts and figures

## BMW Group employees at end of year (number)

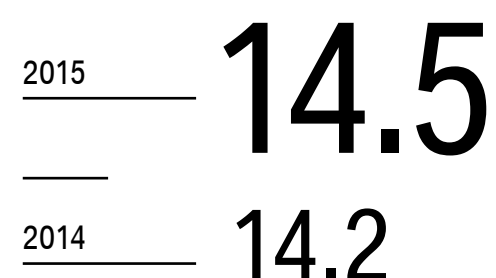


## Attrition rate at BMW AG

(as a percentage of workforce)

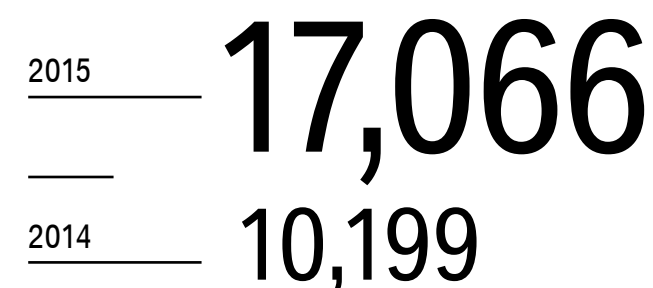


## Share of women in management positions at BMW Group (in %)

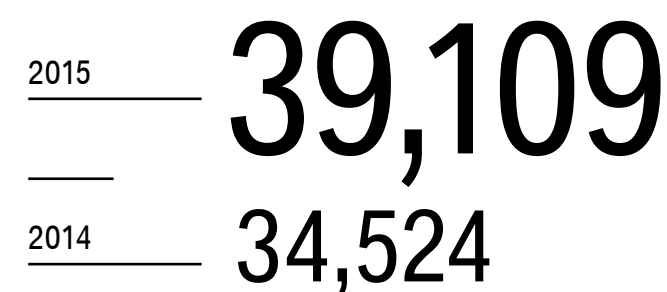


## Expenditure on donations by the BMW Group

(in € thousand)



## Expenditure on corporate citizenship (in € thousand)





---

Sustainability goal  
**Employees  
and society**

## Health and performance

**To preserve the health and the performance of our employees in the long term, we promote personal responsibility and an appropriately designed work environment.**

---

Mutual interest: the BMW Group supports and promotes the health of its employees.





Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

4.1 Health and performance

4.2 Long-term employee development

4.3 Diversity

4.4 Intercultural understanding

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

## 4.1 Health and performance

**In an ageing society, we can only be successful in the long term if we contribute towards ensuring that our employees remain healthy. The merging of our Health Management, Occupational Safety and Ergonomics and Corporate Catering departments to form the “Working Environment and Health” unit led to more efficient collaboration between areas related to preventive occupational health and safety. The measures we take are geared towards avoiding accidents, maintaining the health and performance capacity of our employees, and reducing absenteeism as well as health-related costs. Our health promotion activities also pay off in other ways as they lead to more creativity, productivity and innovation.**

The health and performance of our employees is a top priority at BMW. As the workforce ages, absenteeism tends to increase. We carry out prevention campaigns in specific areas, e.g. high blood pressure prevention and resilience measures. We implement the campaigns internationally, according to common goals and standards. Our prevention measures contributed, for example, towards keeping absenteeism low in 2015 in spite of the influenza epidemic. Absenteeism due to illness was below average in Germany.

Some of our main activities in the areas of occupational health and safety include integrated health management, ageing-appropriate work systems, a high level of work safety and a focus on offering healthy canteen meals. At the same time, we are raising employees’ awareness of healthy eating habits by labelling meals and carrying out campaigns – and we have achieved measurable success in this area. Compared to 2013, the number of employees choosing healthier meals has increased by 5,000. We also offer an extensive prevention and rehabilitation programme, which includes fitness courses and other sports activities as well as nutrition seminars, occupational health and safety and ergonomics courses as well as stress management. We hold special events that draw attention to important topics such as resilience, cancer prevention and addiction hazards. They are designed to motivate

employees and executives to become active in these areas. The measures and programmes listed form part of the BMW Group’s Health Initiative, which was launched in 2011 to serve as an umbrella entity for the company’s commitment to the health and performance of its employees. These measures contribute to the BMW Group keeping its HR costs competitive.

### FOSTERING HEALTH AND PERFORMANCE IN A HOLISTIC MANNER

The “Health Management 2020” programme is a holistic, internationally focused approach to fostering the long-term health and performance of our employees throughout their working life. The programme includes building knowledge about health (information, talks, seminars, training courses), identifying health issues (questionnaires, medical check-ups), as well as deriving and developing needs-based measures (e.g. prevention).

Around 10,100 employees have participated and received personal health reports since the programme was launched in 2014. At departmental level, 170 reports were compiled in 2015, identifying a range of potential improvements and strengths in the area of health promotion within the departments. From this we derive specific measures for the working environment. The programme contributes to reinforcing individuals’ personal responsibility and designing a healthy working environment. The aim is to integrate 10% of the BMW Group’s workforce annually into the “Health Management 2020” programme from 2016 onwards. The percentage of participants was 7.5% in 2015.



## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

### 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix

### Working with new technologies

Working with new technologies and increasing automation presents the company with new challenges in terms of occupational health and safety. For example, the BMW Group is taking a very close look at the area of human-machine collaboration, which is already used, for example, to roll out the door soundproofing in the Spartanburg/USA and Dingolfing/DE plants. Risks are avoided by carrying out innovative measures. Employees can also suffer from mental stress due to the increasing diversity of components and the rising number of different vehicle models. To counteract this, plant information systems are there to provide support. For example, employees can see which components to assemble without having to read long article codes.

## INTEGRATED HEALTH AND SAFETY MANAGEMENT

Occupational health and safety committees are in place at almost all BMW Group locations, with representation from both the employer and employee sides.

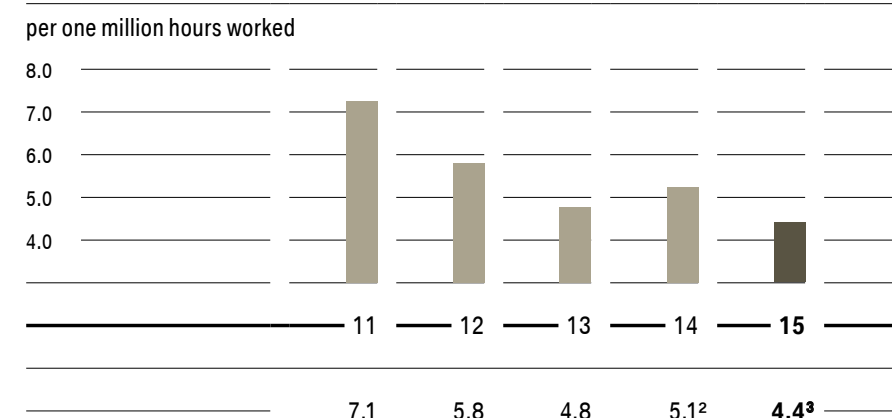
At the BMW Group, occupational health and safety issues are dealt with in collaboration with the works councils. GRI G4-LA8 Well over 90% of employees are represented on the health and safety committees. This figure also includes temporary workers, interns, thesis students working at the company as well as doctoral candidates. GRI G4-LA5

At present, 25 of our 30 production locations have occupational health and safety management systems certified according to the OHRIS (Occupational Health and Risk Management System) or OHSAS (Occupational Health and Safety Assessment Series). The other facilities work with systems that meet national standards. The new production plant in Brazil as well as the UK location Hams Hall will be certified in 2016 according to OHSAS 18001.

Continuous improvement of occupational health and safety systems, workplace safety conditions and dedicated safety training courses contributed to a decrease in the accident frequency rate at the BMW Group in 2015 to 4.4 accidents per one million working hours > Table 4.01. At our German dealerships, the accident frequency rate decreased by over 20% compared to the previous year, i.e. less than half the industry average (BGHM).

There have been no fatal accidents at the BMW Group for the last ten years. GRI G4-LA7 In 2011, we set ourselves the target of reducing the long-term accident frequency rate worldwide to below 4.5 accidents per one million hours worked by 2020. This is a decrease of around 50% compared to the accident frequency rate in 2010. We were already able to beat this target for the first time in the current reporting period.

**Accident frequency rate at BMW Group<sup>1</sup>** T 4.01



- 1 Number of occupational accidents per one million hours worked with at least one day of absence from work.
- 2 Figure not directly comparable to previous years' due to expansion of scope to include the German dealerships (2014 figure not including dealerships: 4.4). Around 88% of BMW Group employees captured.
- 3 Figure not directly comparable to previous year due to expansion of scope to include the plants in Brazil, Thailand and India (2015 figure in 2014 scope: 4.5). Around 90% of BMW Group employees captured.

GRI G4-LA6

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

## SUPPORTING AGEING-APPROPRIATE WORKING CONDITIONS AND PEOPLE WITH PERFORMANCE LIMITATIONS

The BMW Group sees demographic change as a challenge that we are actively addressing. We have been developing constructive responses to this trend for many years in our “Today for Tomorrow” programme. We aim to create working conditions worldwide in which young employees can remain healthy as they grow older and older, employees can contribute their particular strengths. The BMW Group therefore speaks not of age-appropriate but of ageing-appropriate working conditions that preserve employee health and performance.

At our plants, we make every effort to secure the workplaces of employees with debilitating health issues in the long term. One preventive measure from the “Today for Tomorrow” programme in 2015 is the “Chairless Chair” pilot project, which helps keep assembly employees healthy. This stand-up/sitdown device helps employees with debilitating health issues by reducing physical stress and improving workspace ergonomics.

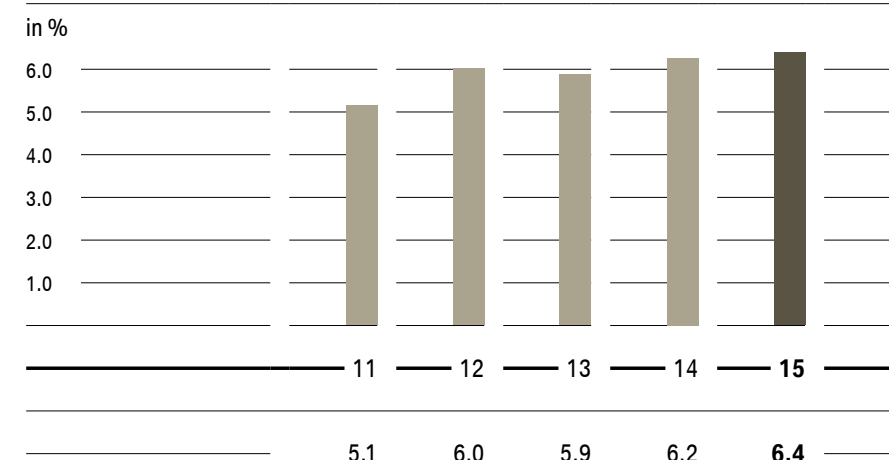
The share of BMW AG employees with severe disabilities continued to increase in 2015, reaching 6.4% of the workforce > [Table 4.02](#).

### Training centre for the deaf in Dingolfing/DE

The BMW plant in Dingolfing/DE has developed a dedicated support programme aiming to fully integrate deaf employees into the manufacturing processes. In addition to an information and communication forum for the exchange of expertise and skills, the programme also offers conversation support by providing interpreters or technical tools (e.g. iPad voice recognition).

## Share of employees with severe disabilities at BMW AG<sup>1</sup>

T 4.02



<sup>1</sup> The share of employees with severe disabilities is based on the statutory requirements in accordance with the German Social Code (SGB IX). In addition, the BMW Group awarded contracts amounting to around €26.3 million to workshops for the severely disabled in Germany in 2015, of which €6.8 million can be written off in accordance with the compensatory levy act.

## FORECAST

Due to its success, the “Health Management 2020” programme will continue to be implemented internationally in 2016. The campaigns launched in 2015 as part of the “Health Initiative 2015”, i.e. the international campaign to improve mental health and resilience as well as the healthy drinking campaign, will continue in 2016. The accident frequency rate, which currently covers 90% of BMW Group employees, including BMW AG, the German subsidiaries and all production locations worldwide, will be continuously extended to apply to 100% of the workforce.





Sustainability goal  
**Employees  
and society**

Long-term employee development

**The BMW Group ensures long-term employee development by fostering its employees' abilities, making the most of their talents, developing potential and ensuring employability.**



Staff development: young BMW Group talents at a workshop on the future design of the company.



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

4.1 Health and performance

4.2 Long-term employee development

4.3 Diversity

4.4 Intercultural understanding

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

## 4.2 Long-term employee development

**The success of the BMW Group is based on the dedication and technical expertise of its employees. We make every effort to recruit and keep the best people. To achieve this, we offer them attractive and secure jobs, comprehensive development and training opportunities, and good long-term career prospects.**

The BMW Group attaches great importance to the training and further education of our employees. This is essential for keeping pace with the technological advances in the automotive industry. We therefore continuously invest in the qualification of our employees as a way of promoting the long-term innovative strength of the BMW Group. The BMW Group consistently pursues the concept of life-long learning. We also pay above-average compensation and give our employees a range of options to help them find the right work-life balance.

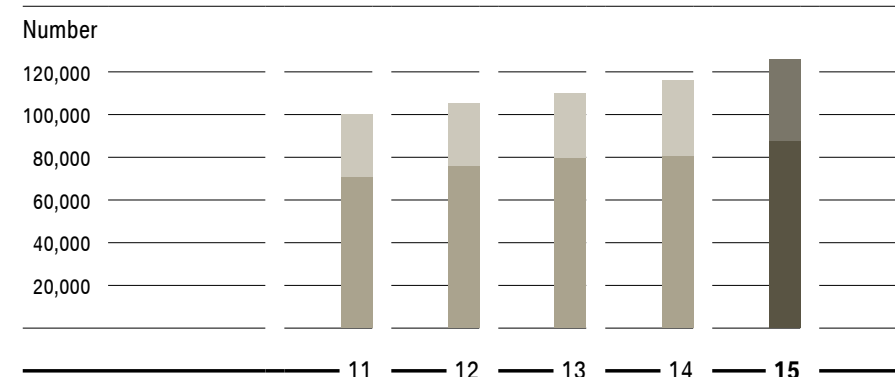
As one of the world's most attractive employers, the BMW Group has a decisive advantage in the competition for skilled workers. This is demonstrated, for example, by studies on the attractiveness of employers conducted by Trendence and Universum, in which we were once again given top ratings in 2015.

Thanks to the high demand for our products and services, the number of employees working for the BMW Group increased worldwide by 5.1% to a total of 122,244 by the end of 2015 > [Table 4.03](#). Job security is our highest priority here.

### OFFERING FAIR PAY AND ATTRACTIVE SOCIAL BENEFITS

The BMW Group policies for remuneration and additional benefits apply for all of our companies, and we follow the guiding principle that the total remuneration package must be above the average for the respective labour market. Our remuneration policy is furthermore based on the principle of quid pro quo: we see pay as a reward for good performance and not simply as an incentive. The total remuneration package, made up of the monthly fixed salary, a variable share in the company's profits and a wide range of social benefits, enables us to reward personal performance in a fair manner while continuously promoting employee motivation. Our remuneration policy is thus an integral part of a consistent and transparent process of employee development. GRI G4-LA2

**BMW Group employees at end of year<sup>1</sup>** T 4.03



Total 100,306 105,876<sup>2</sup> 110,351<sup>3</sup> 116,324<sup>4</sup> 122,244<sup>5</sup>

■ Employees in Germany ■ Employees international

<sup>1</sup> Figures exclude suspended contracts of employment, employees in the non-work phases of pre-retirement arrangements and low income earners.

<sup>2</sup> Of whom 35.2% are tariff-bound production employees of the BMW Group.

<sup>3</sup> Of whom 35.1% are tariff-bound production employees of the BMW Group.

<sup>4</sup> Of whom 36.1% are tariff-bound production employees of the BMW Group.

<sup>5</sup> Of whom 36.3% are tariff-bound production employees of the BMW Group.

GRI G4-10

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

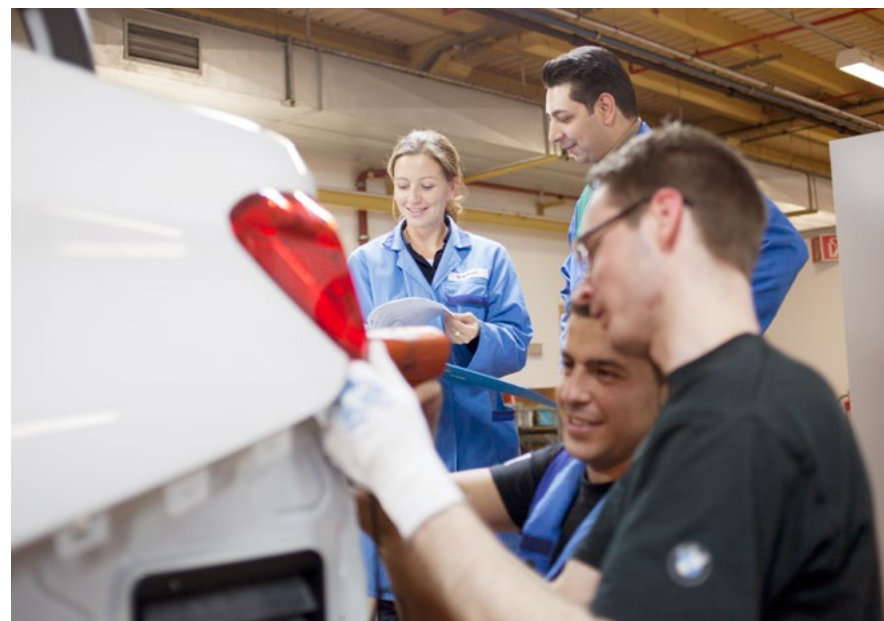
### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix



Training and upskilling: employee training at the BMW Group plant in Munich.

### Guaranteeing a gender-neutral remuneration system

The BMW Group policies for remuneration and additional benefits apply regardless of gender, religion, origin, age, disability, sexual orientation or country-specific characteristics. Our commitment to equal pay is pursued worldwide and monitored regularly.

In 2014, the BMW Group established a multidimensional monitoring process to annually verify that remuneration is gender-neutral. Men's and women's monthly salaries are compared based on the dimensions of full- or part-time, pay grade and age. There were no significant differences between the base salaries of women and men for either non-tariff employees or for tariff employees paid based on working time (administration, IT and development) or performance (production). GRI G4-LA13

## ENCOURAGING WORK-LIFE BALANCE

To enable the best possible work-life balance, the BMW Group offers its employees a wide range of flexible modules so they can tailor their working hours and locations to their personal needs. More and more private services (for example, laundry services) are also being offered close to the workplace to free up more time for people to spend either on work or private pastimes.

### Offering flexible working hours

In addition to statutory working time arrangements such as part-time work or parental or caregiver leave, the BMW Group also offers employees options such as sabbaticals (worldwide) or the "Vollzeit Select" (Fulltime Select) scheme to provide further attractive ways to individually plan working hours. Our "Vollzeit Select" working time tool allows employees in Germany and Austria to take 20 additional days of leave each year with corresponding adjustments to their salaries, without any complicated red tape. Demand for these options continued to grow in 2015, confirming that the offer of flexible working time arrangements meets a real need.

### Enabling mobile working

In 2014, the first year after the introduction of mobile working, the number of tariff employees working all day on a mobile basis already more than quadrupled, with some 25,072 users > [Table 4.04](#). Mobile working does not change the volume of work but allows for a more flexible organisation of existing working hours to gain more personal freedom and flexibility. Childcare and caring for dependents, for example, can then be better integrated into the everyday work routine. Outside of agreed working hours, employees also have the right to switch off and be unavailable.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix

## Alternative work forms at BMW AG<sup>1</sup>

T 4.04

### Number of employees

|                                     | 11     | 12     | 13     | 14                  | 15     |
|-------------------------------------|--------|--------|--------|---------------------|--------|
| Part-time employees                 | 3,825  | 3,948  | 3,966  | 3,739               | 3,943  |
| — in % of total number of employees | 6.0    | 5.8    | 5.7    | 5.1                 | 5.1    |
| Teleworking positions <sup>3</sup>  | 11,717 | 15,235 | 18,094 | 22,297 <sup>2</sup> | 25,072 |
| — in % of total number of employees | 16.4   | 22.5   | 25.9   | 49.9                | 53.0   |
| Sabbaticals                         | 450    | 514    | 511    | 516                 | 462    |
| — in % of total number of employees | 0.6    | 0.8    | 0.7    | 0.7                 | 0.6    |
| Parental leave                      | 1,513  | 1,674  | 1,968  | 2,271               | 2,535  |
| — in % of total number of employees | 2.1    | 2.5    | 2.8    | 3.1                 | 3.3    |

<sup>1</sup> Figures refer to employees with permanent and part-time contracts.

<sup>2</sup> Reporting logic was adapted when teleworking was introduced in 2014. In the past, reporting was based on the technical possibility of teleworking; since 2014, the number of employees is reported who actually engage in teleworking.

<sup>3</sup> Administrative positions.

GRI G4-10, GRI G4-LA3

### Supporting parents through childcare

We have established childcare services at many of our German and international locations. With the support of parents' initiatives, we were able to accommodate over 300 children aged zero to six years at our German sites as of the end of 2015.

employee receives a consistent and comprehensive individual performance and career development review at least once a year. GRI G4-LA11

In 2015, we had over 1,500 apprentices worldwide. There are currently over 4,700 young people taking part in vocational and young talent programmes in the BMW Group, over 3,800 of them in Germany > [Table 4.24](#).

## FOSTERING TALENT AND TRAINING EMPLOYEES

We invest in training our employees and fostering their talents on an ongoing basis. This enables us to fill our long-term staffing requirements in a dynamic, fast-changing environment. The BMW Group's global package of measures ranges from vocational training to young talent programmes for student target groups to high-potential programmes for future managers. BMW Group expenditure on training and further education increased in 2015 to €352 million. On average, our employees participated in 4.1 days of further training in 2015 > [Table 4.05](#). GRI G4-LA9 Furthermore, every BMW Group



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

## Further key indicators

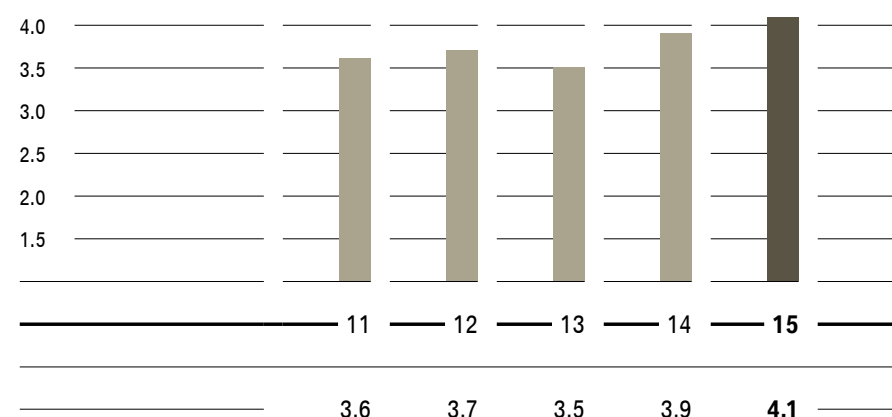
## GRI G4 Content Index

## Appendix

### Average days of training and further education per BMW Group employee<sup>1</sup>

T 4.05

Number



<sup>1</sup> Data retrieved by direct capture of the number of participants as well as a small share by qualified extrapolation.

GRI G4-LA9

### Establishing dual vocational training worldwide

We believe in the dual vocational training system because it optimally combines theoretical content with the acquisition of practical skills. For this reason, we are extending the dual concept, which has proven so successful in Germany and at our production sites in China, the USA, South Africa and the UK, to our other international locations. In 2015, we launched dual training programmes in Brazil, Thailand and Mexico. In Germany, we introduced a new recruiting process for trainees that is tailor-made for the BMW Group. In addition to the applicant's academic credentials and technical skills, it also takes into account interdisciplinary abilities and personality traits. This enables us to select those best suited for vocational training.

### Training managers and employees

Our Group-wide "Corporate Leadership Programme" offers our managers a wide range of advanced training opportunities. The programme promotes the further development of strengths-based leadership skills at all hierarchy levels.

To foster international young talent, the BMW Group developed the "Global Leader Development Programme". Integral components of the programme are various practical phases in Germany and abroad, targeted training measures, and diverse networking and exchange opportunities. Special emphasis is placed on developing intercultural competence GRI G4-LA10.



Executives and employees: average number of training and further education days increased.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

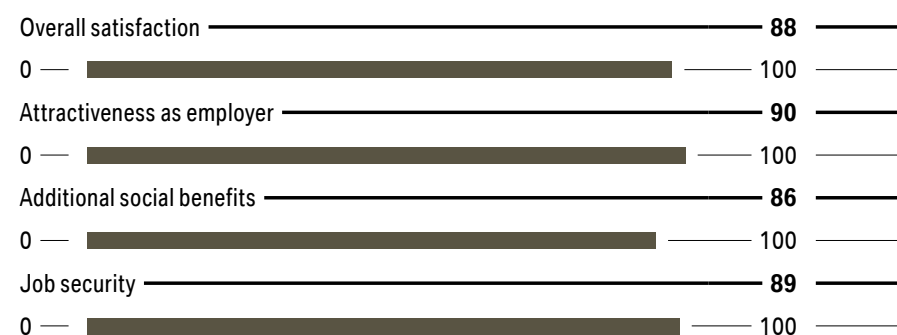
### Appendix

### Retaining satisfied employees

A Group-wide employee survey is conducted every two years, most recently in June and July 2015. 88% of those surveyed were satisfied with the BMW Group. Very positive ratings were also given to attractiveness as an employer (90%), social benefits (86%) and job security (89%) > [Table 4.06](#).

#### Group-wide BMW Group employee survey in 2015 T 4.06

in %

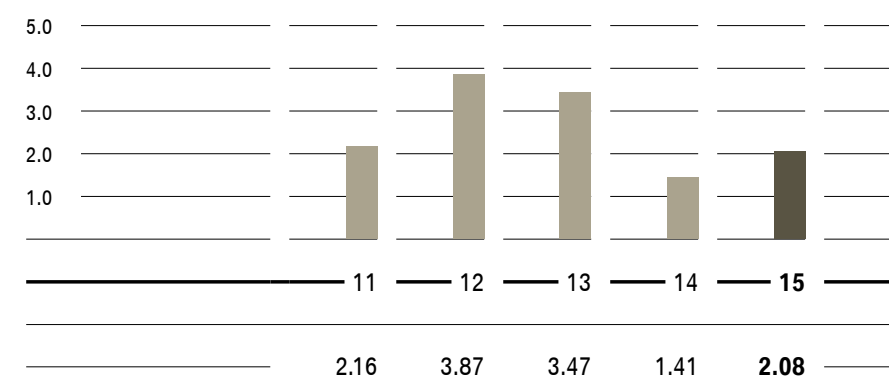


In 2015, the employee attrition rate rose to 2.08% > [Table 4.07](#). This was mainly due to more employees entering the non-work phase of pre-retirement arrangements in 2015. If retirement figures are excluded, the attrition rate remains at a constant low level, as the BMW Group's proven programmes and measures geared toward increasing the attractiveness of the company as an employer are having the desired effect.

### Employee attrition rate BMW AG<sup>1</sup>

T 4.07

as a % of the workforce



<sup>1</sup> Number of employees on unlimited employment contracts leaving the company.

GRI G4-LA1

### FORECAST

In terms of in-house advanced training, the focus for 2016 will be on expanding expertise in the BMW Group in new and strategically important fields such as lightweight construction and digitalisation. We also plan to expand our international education and change management network to further improve the transparency, attractiveness and availability of training and qualification programmes. To this end, the marketing of training programmes will be standardised globally, and more on-demand Web-based training will be offered. This network can then be used to implement new standards for quality assurance and process efficiency, putting in place worldwide standards for trainer selection and certification.





Sustainability goal  
**Employees  
and society**

## Diversity

# Through its diverse workforce, the BMW Group increases its competitiveness and enhances its innovative strength.



Achieving goals, together: employees from more than  
50 countries work at the BMW Group plant in Munich.



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

4.1 Health and performance

4.2 Long-term employee development

4.3 Diversity

4.4 Intercultural understanding

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

## 4.3 Diversity

Modern society is characterised by a variety of different lifestyles. The diversity of the population as a whole has increased as a result of demographic change, changing values in society and increasing global mobility. As an international company, the BMW Group regards an intercultural workforce, an appropriate gender balance and a good age mix as beneficial to our business. We are convinced that a diverse workforce enhances our innovative strength and further increases our competitiveness, for example by helping us to better understand customers' needs. The right mix lets us see the bigger picture so we can make smarter decisions.

Each and every one of our employees, in all their diversity, is accorded equal levels of appreciation, respect and opportunity. To further promote diversity among our workforce, the Board of Management passed a Diversity Concept in 2010, defining three dimensions where diversity is to be strengthened throughout the BMW Group, taking due consideration of local conditions: gender, cultural background, age and experience.

### Ensuring equal opportunities

The BMW Group's declared goal is to promote human diversity in the company worldwide, because employees' unique and different talents and personalities are a valuable resource. At all of our locations, we seek to prevent discrimination on the grounds of gender, age, sexual orientation, religion, disability or origin. The BMW Group Legal Compliance Code prohibits discrimination of any sort. Employees can address any queries in this connection to their own managers, the relevant offices of the BMW Group, the HR department or the works council. The BMW Group SpeakUP Line furthermore gives all employees worldwide a way to anonymously and confidentially report possible breaches of this principle. GRI G4-HR3

### PROMOTING FEMALE EMPLOYEES AND MANAGERS

The BMW Group's Diversity Concept aims to bring the share of women in management positions into line with the overall employee structure. This also means that we are complying with the recommendations of the German Corporate Governance Code. In 2011, together with the other DAX-30 companies, we made a commitment to increase the share of females in management positions. We want to maintain the 15–17% share of women in our general workforce and also achieve this ratio in management positions by 2020, both in Germany and worldwide. The ratio of female managers in the BMW Group worldwide was 14.5% as of the end of 2015 (share of women in the entire workforce: 18.1%). In Germany, the proportion of women in the total workforce reached 15.3%, and in the Board of Management 12.5%. GRI G4-LA12

#### Share of female employees in management positions at BMW AG/BMW Group T 4.08

| in %                 | 13   | 14   | 15   |
|----------------------|------|------|------|
| Supervisory Board    | 20.0 | 25.0 | 30.0 |
| Board of Management  | 12.5 | 12.5 | 12.5 |
| Non-tariff employees |      |      |      |
| BMW AG               | 10.9 | 11.4 | 11.9 |
| BMW Group            | 13.8 | 14.2 | 14.5 |

GRI G4-LA12

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

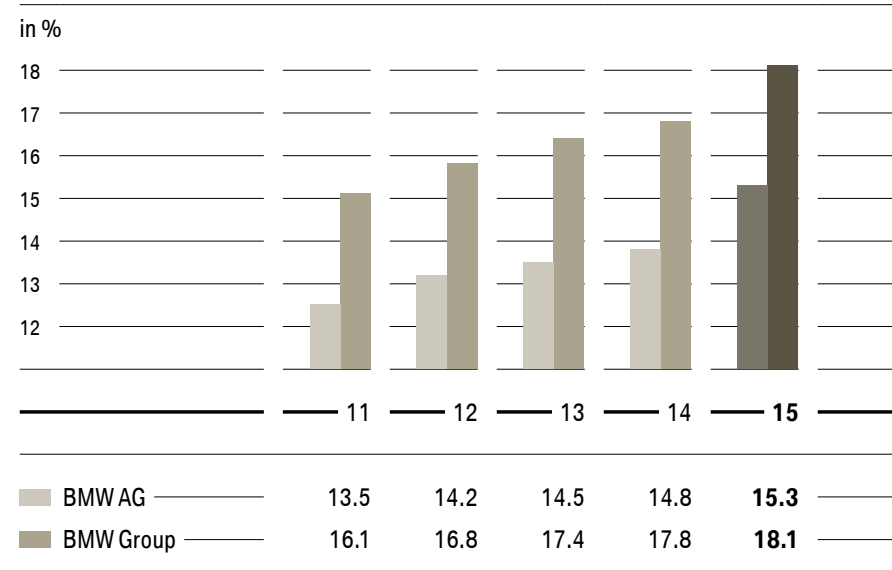
## Further key indicators

## GRI G4 Content Index

## Appendix

### Share of female employees in total workforce of BMW AG/BMW Group

T 4.09



GRI G4-LA12

### Getting women interested in technical occupations

We place a special emphasis on women in both our academic youth talent programmes and our vocational training programmes in an effort to recruit more female employees in the long term. The proportion of women in the “Global Leader Development Programme” was 44% at the end of December 2015. This creates the basis for a new generation of leadership that is more feminine, technically competent, well-networked, and sensitive to cultural and social issues.

### UNDERSTANDING CUSTOMERS BETTER THROUGH CULTURAL DIVERSITY

As a company that is currently active in over 150 countries, we see diversity among our workforce as a major opportunity. In Germany, we currently have employees from 115 different countries working together very successfully. GRI G4-LA12.

The diversity of our employees helps us to understand the specific needs of our customers worldwide. Moreover, we are convinced that mixed teams are more creative and perform better.

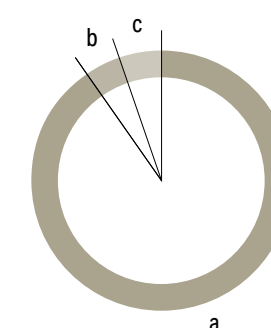
We foster cultural diversity by focusing on recruiting new employees locally at our facilities in the growth markets and by recruiting employees from other countries to work in Germany. To enhance cooperation, we also promote employee exchanges between BMW Group companies worldwide.

To further promote an international perspective and intercultural understanding among our new employees, we designed our BMW vocational training as well as the “Global Leader Development Programme” with the needs of international participants in mind.

### Share of employees at BMW AG from Europe (not including Germany) and from non-EU countries

T 4.10

in %



|                                   |      |
|-----------------------------------|------|
| a) From Germany                   | 90.5 |
| b) Europe (not including Germany) | 4.4  |
| c) Non-EU countries               | 5.1  |

GRI G4-LA12

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

### Appendix

As an international company with an intercultural workforce, we focus on recruiting managers with international experience and are also working to increase the share of non-German top managers. The international character of the Board of Management and the Supervisory Board of BMW AG also reflects the global scope of the company's business.

### TAKING ACCOUNT OF AGE DIVERSITY

When setting up new locations or divisions we recruit people from a range of age groups. For example, at our new BMW locations in Brazil and Mexico we are recruiting a mixed-age workforce from the start. This will allow us to avoid age structure issues and to focus on tapping into the specific strengths of different age groups.

The number of years each employee works for the BMW Group is increasing. This is a result of earlier entry into the company and later exit, due for example to rising retirement ages. In order to benefit from the special strengths and experiences of employees of different ages, we have introduced extensive programmes for flexible and mobile working > [Chapter 4.2](#). To maintain employees' performance as the workforce ages, we introduced the "Today for Tomorrow programme" > [Chapter 4.1](#). In addition, the wide-ranging support offered by our Health Initiative helps employees stay healthy in the long term. To complement this, we raise awareness among managers of the challenges posed by mixed-age teams.

### BMW AG employees according to age group, divided into functions and gender<sup>1</sup>

T 4.11

in %

|                         | < 30 years old | 30–50 years old | > 50 years old |
|-------------------------|----------------|-----------------|----------------|
| 2013 total              | 12.5           | 64.1            | 23.5           |
| 2014 total              | 12.5           | 62.0            | 25.5           |
| 2015 total              | 12.95          | 60.56           | 26.49          |
| — direct <sup>2</sup>   | 16.71          | 55.71           | 27.59          |
| — indirect <sup>3</sup> | 10.47          | 63.76           | 25.77          |
| — male                  | 11.62          | 60.57           | 27.81          |
| — female                | 21.05          | 60.46           | 18.49          |

<sup>1</sup> Figures refer to employees with permanent contracts.

<sup>2</sup> Clock-controlled production employees.

<sup>3</sup> All employees without clock control.

GRI G4-LA12

### FORECAST

In the coming years we intend to integrate our Diversity and Inclusion Concept even more thoroughly in the entire BMW Group. The dimensions of gender, age, experience and cultural background will be given particular emphasis here. In view of the company's increasingly international scope, we aim to focus more strongly on hiring foreign employees at our German sites. When setting up our plant in Mexico, we will engage in specific human resources marketing that addresses and recruits candidates from target groups of different ages. This will allow us to avoid too many simultaneous retirements.





Sustainability goal  
**Employees  
and society**

Intercultural understanding

**The BMW Group is a leader in intercultural understanding.**

Discussing future challenges with stakeholders: the first international BMW Group Student Forum 2015 in Paris.



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

4.1 Health and performance

4.2 Long-term employee development

4.3 Diversity

4.4 Intercultural understanding

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

Appendix

## 4.4 Intercultural understanding

**If you want to be successful tomorrow, you have to start laying the groundwork today. The BMW Group works in a complex, fast-changing environment. Our success depends not only on our own performance and innovative strength, but also on the social climate. With our commitment to resolving intercultural conflicts, we contribute towards creating added value for society and lay the cornerstone for our future viability.**

Corporate citizenship forms an integral part of the BMW Group's vision of itself as a business enterprise. We attach particular importance to knowledge transfer and to ensuring that our support measures help people to help themselves in the long run.

In addition to our focus on intercultural understanding, we also develop specific educational offerings and corporate citizenship projects for our various locations. Before we launch a project, we examine the social challenges faced at the local level. The key question we ask ourselves is whether and how the expertise we provide can actually improve local conditions. We also benefit as a company from our corporate citizenship activities. For example, we become more familiar with local social structures, we learn to see things from an alternative perspective, and on this basis we are able to reach new target groups. Our corporate citizenship activities moreover enhance the reputation of the company and lead to closer dialogue with our stakeholders.

### PROMOTING INTERCULTURAL UNDERSTANDING AND SOCIAL INCLUSION

As a global corporation with a multinational workforce, the BMW Group has been working for many years now to promote understanding between different nations, religions and ethnic groups. In 2011, we inaugurated for this purpose the Inter-

cultural Innovation Award in collaboration with the **> United Nations Alliance of Civilizations (UNAOC)**. The award recognises innovative projects designed to solve intercultural tensions and conflict.

The partnership between UNAOC and the BMW Group is unprecedented, representing a new model of cooperation between the United Nations and the private sector. The partners manage the project together and mobilise their resources, time and networks to support the award winners. Both partners bring their respective expertise to bear in order to ensure the sustained impact of the awarded projects. In addition to providing financial support, we also offer award winners the opportunity to benefit from any BMW Group competencies that may serve their purpose. For a period of one year, a pool of experts offers project-related support and provides advice on organisational development.

We set ourselves the goal of reaching out to a total of one million people by 2020 with our activities in the areas of intercultural understanding and social inclusion. This goal was, however, achieved much sooner: by the end of 2015 we had already supported more than one million people worldwide, primarily through the **> Intercultural Innovation Award**.

### Integrating refugees

Another example of intercultural understanding and social integration is the initiative "WORK HERE!", which the BMW Group launched in late 2015. In cooperation with the German Federal Employment Agency and the job centre, the BMW Group offers qualified refugees the opportunity to take part in a nine-week course of practical training. The participants are accompanied by BMW Group employees as mentors and also receive language lessons and integration training. The project started with 37 refugees in Munich/DE and will be extended to further BMW Group locations in 2016. A pro-

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

#### 4.1 Health and performance

#### 4.2 Long-term employee development

#### 4.3 Diversity

#### 4.4 Intercultural understanding

### 5 FUNDAMENTALS

#### Further key indicators

#### GRI G4 Content Index

#### Appendix

programme offering a six-month “starter qualification” preparing younger refugees for the job of production mechanic will also be extended, with up to 20 additional places available in Munich/DE from January 2016.

The BMW Group has been assisting refugees in the vicinity of the Munich plant since early 2015. Through the neighbourhood project “Lifetalk”, we foster mutual learning and exchanges between refugees and other young people with and without a migratory background. The initiative is geared toward promoting encounters within the company and assisting young people in their vocational orientation. Some 40 young people and unaccompanied refugees regularly took part in the workshops in 2015. The project was able to give more than half of the participants a better idea of possible future occupations.



“Work here!” qualification programme for young refugees at the BMW Group plant in Munich.

## SHAPING SOCIETY THROUGH FOUNDATIONS

We believe it is possible to successfully shape a society that is based on social cohesion and innovation if the competencies and skills of each individual are harnessed for the general good and used to implement social change. Our foundations contribute towards making this happen. The BMW Foundation Herbert Quandt and the Eberhard von Kuenheim Foundation have been working in these fields for decades, receiving financial support from the BMW Group. Both foundations are independent, both legally and with respect to their content, and they plan and manage their programmes themselves.

### BMW Foundation Herbert Quandt

The **> BMW Foundation Herbert Quandt** brings people from different cultures, nations and sectors together to drive social innovations, promote global dialogue and encourage decision-makers to act responsibly. We take this approach in order to break down barriers between policymakers, industry and civil society, so that the community can benefit from the creative diversity that results from cross-border collaboration.

### Eberhard von Kuenheim Foundation

BMW AG’s **> Eberhard von Kuenheim Foundation** sees itself as a creator of forums within which social responsibility can be fostered in Germany. Its mandate is to promote entrepreneurial thinking and action above and beyond the economic context. According to the motto “freude am neu:wagen” (try something new), it develops and tests new solutions for today’s social issues. Projects are undertaken with selected partners in the fields of education, employment and sustainable action. When the projects reach completion they become independent entities that can have an impact on day-to-day life.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

## CORPORATE CITIZENSHIP ON A GLOBAL SCALE

The BMW Group has 30 manufacturing and assembly plants in 14 countries. Its sales network has 42 sales locations. Wherever we are represented in the world, we are committed to social responsibility. Two good examples of our activities in this area are the BMW Warm Heart Fund in China and the BMW Korea Future Fund. Both funds offer a platform that enables the BMW Group, its workforce, dealerships and customers to make a contribution towards improving society in the respective countries.

### Raising awareness of how to work responsibly with resources

Using natural resources responsibly is an important challenge in today's society. The BMW Group aims to raise the awareness of people living close to its production locations by providing training and projects focusing on environmental and resource protection.

One example of this is the **Care 4 Water** initiative, which is carried out by BMW Group Financial Services in collaboration with the non-profit organisation "Waves For Water". The mission of "Waves For Water" is simply to ensure that every person who needs clean water receives it. To achieve this, the organisation uses portable and durable water filters to support people in need all over the world. The initiative draws upon employee fundraising activities in over 50 markets as well as the direct engagement of employees on the ground, who distribute the water filters to the local population and explain how they work. In line with the motto "Helping people to help themselves", the idea is to enable communities to secure their own access to clean water.

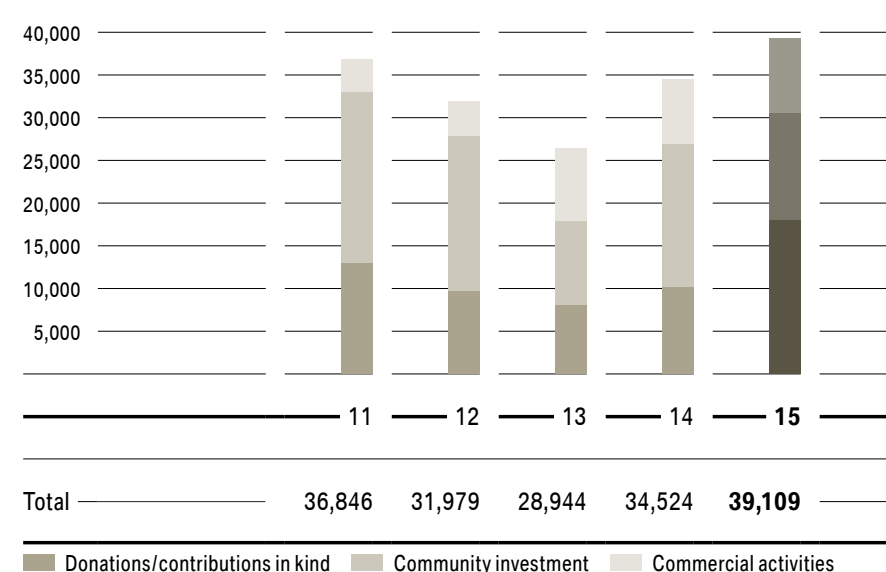
## Measuring the effects of our activities

Corporate citizenship should have a measurable effect. For this reason measurability is high on our list of priorities. Since 2010, we have been measuring the effects of our corporate citizenship activities using the iooi (Input Output Outcome Impact) method. This approach provides us with important feedback on whether projects are continuing to develop and whether they are having a long-term impact.

### Amount of expenditure on corporate citizenship, by type of activity<sup>1</sup>

T 4.12

in € thousand



<sup>1</sup> The activities of the BMW Group in the area of corporate citizenship are divided into three main areas. Firstly: monetary donations and donations in kind. Secondly: community investment. Community investment refers to investment in project initiatives conceived in-house, cooperative endeavours and partnerships as well as corporate volunteering by BMW Group employees. And thirdly: commercial activities, i.e. sponsorship and cause-related marketing.

GRI G4-EC1

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

### 4.1 Health and performance

### 4.2 Long-term employee development

### 4.3 Diversity

### 4.4 Intercultural understanding

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

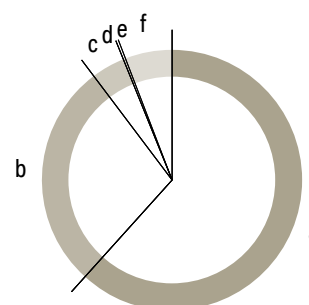
### Expenditure on corporate citizenship

In 2015, we spent a total of €39.1 million on our corporate citizenship activities (2014: €34.5 million). To see how these funds were allocated to our various areas, please refer to > [Table 4.12](#) and > [Table 4.13](#). The significant increase in total expenditure of the BMW Group on corporate citizenship activities compared to financial year 2014 is mainly due to a rise in donations to the BMW Foundation Herbert Quandt and the Eberhard von Kuenheim Foundation.

### BMW Group donations worldwide in 2015

T 4.13

in %, total amount € 17,065,895<sup>1</sup>



|                      |      |                               |     |
|----------------------|------|-------------------------------|-----|
| a) Science/education | 61.9 | d) Politics                   | 0.2 |
| b) Society/community | 27.9 | e) Environment/sustainability | 0.2 |
| c) Culture           | 4.1  | f) Sport                      | 5.7 |

<sup>1</sup> The sum indicated here does not include either cause-related marketing or sponsorship and does not contain the projects and activities carried out in the context of the company's corporate citizenship and cultural activities.

GRI G4-EC1

### Rewarding volunteer work by employees

To complement our corporate citizenship measures, we bestow annual awards on employees worldwide who deserve recognition for what they have given back to society. The non-profit organisation > [The Banyan](#) in India, for example, helps disabled and mentally ill people, and the project "Alltagslotse für Asylbewerber" (Everyday Guide for Asylum Seekers) assists refugees arriving in the German town of

Rackwitz in Saxony. The BMW Group bestows awards on such projects as a way of thanking employees worldwide for volunteering in their free time.

You can find further information and data on employees and society at > [Further key indicators](#).

### FORECAST

The BMW Group will continue to expand on the content and structure of its corporate citizenship activities in the focal areas of intercultural understanding and social inclusion. Our aim is to further implement this strategy at our locations worldwide in 2016 and to create platforms for actively involving employees, customers and dealerships.

# FUNDAMENTALS

---

Introduction

---

1 STRATEGY

---

2 PRODUCTS  
AND SERVICES

---

3 PRODUCTION AND  
VALUE CREATION

---

4 EMPLOYEES  
AND SOCIETY

---

## 5 FUNDAMENTALS

5.1 Customer  
satisfaction

5.2 Economic effects

5.3 Compliance and  
human rights

5.4 Stakeholder  
engagement

5.5 Reinforcing  
sustainability

---

Further key indicators

---

GRI G4 Content Index

---

Appendix

5



- 5.1 Customer satisfaction
- 5.2 Economic effects
- 5.3 Compliance and human rights
- 5.4 Stakeholder engagement
- 5.5 Reinforcing sustainability

## Relevance for BMW Group

---

The BMW Group manages its business in accordance with the principles of sustainable and responsible Corporate Governance. This includes observing sustainability criteria and respecting human rights along the entire value chain. We also maintain an ongoing dialogue with our stakeholders and integrate sustainability as a watchword for all we do into our corporate structure, culture and processes. This enables us to increase customer satisfaction and ensure the long-term competitiveness of the BMW Group. At the same time, our sustainable business operations contribute to value creation and the advancement of society.

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### 5.1 Customer satisfaction

### 5.2 Economic effects

### 5.3 Compliance and human rights

### 5.4 Stakeholder engagement

### 5.5 Reinforcing sustainability

## Further key indicators

## GRI G4 Content Index

## Appendix

# 5.1 Customer satisfaction

**Customer focus is one of our basic principles. Satisfied customers are essential to the long-term success of the company. In many markets, the overall image of a company increasingly depends not only on classical factors such as product and service quality but also on taking the right approach to sustainability. Sustainability is therefore fundamental to our brands and plays an increasingly important role in our sales operations.**

## RESPONDING TO CUSTOMER EXPECTATIONS

Most customers hold the companies they purchase from responsible for developing their products and services in a sustainable manner. They expect sustainability to be an integral part of the business model. This is a stable trend that has been identified in all areas, not just among customers with a special awareness of sustainability.

But there are also contradictions between our customers' expectations of sustainability and their individual preferences. Many different factors play a role in the purchase decision. For example, the current low fuel costs mean that fewer customers are opting for the most fuel-efficient vehicle types.

Beyond such short-term trends, however, our brands address sustainability in multiple ways, from the development of fuel-efficient and electric drivetrains and the use of renewable raw materials in the vehicle interior all the way to our mobility services.

We conduct annual surveys to enable us to optimise our products, services and support according to the needs and expectations of our customers and prospective customers. We also continuously measure customer satisfaction on the basis of uniform global standards. Customers furthermore have the opportunity to contact us directly with qualitative feedback, which we analyse according to a uniform classification system.

The results are evaluated both at the BMW Group level and also at our subsidiaries and dealerships so that we can respond quickly to customer wishes. Our 2014 and 2015 surveys, for example, provided important insights, contributed by purchasers of battery-powered electric vehicles, that can be incorporated into product strategies for future vehicles. This will allow us to align their design even more closely with customer requirements. Our surveys show that our customers' needs vary considerably from country to country. This is a finding we have also made in our global stakeholder dialogues > [Chapter 5.4](#). We take these national and cultural differences into account in our decisions. GRI G4-PR5

To help us track the effectiveness of our measures, the sales organisations in our largest markets (such as the USA, China and Germany) report regularly to a specially established committee which deals exclusively with customer satisfaction. In addition, specific customer concerns are analysed at the management level to identify potential process weaknesses and develop appropriate solutions.



Customer focus: vehicle delivery at BMW Welt in Munich.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

# 5 FUNDAMENTALS

### 5.1 Customer satisfaction

### 5.2 Economic effects

### 5.3 Compliance and human rights

### 5.4 Stakeholder engagement

### 5.5 Reinforcing sustainability

## Further key indicators

## GRI G4 Content Index

## Appendix

## EXPERIENCING SUSTAINABILITY IN SALES AND SERVICES

As we integrate sustainability into our strategies, activities and brands, we want this commitment to be tangible for our customers. Since 2012, for example, our architectural advisers have been helping our dealerships to implement “Green Building standards”, in particular for new buildings, and to ensure the efficient use of resources in sales operations. For this purpose we have developed our own standard – based on the conventional “Green Building certificates” – that is specially adapted to the needs of our sales organisation.

Implementing this standard allows us to plan dealerships that consume a minimum of energy while offering customers and employees maximum light and a pleasant room climate. One example is the ZK Motors dealership in Kielce/PL, where a combination of daylight and LEDs ensures optimum lighting conditions throughout the building. Geothermal energy provides heating and air conditioning, while an innovative building management system monitors and controls energy consumption at all times.

In addition to taking into account various aspects of sustainability in our dealerships, our goal is for our staff there to be so well-informed that they are able to answer almost any question customers may have on the BMW Group’s sustainability activities. Aspects of sustainability are therefore an integral part of our sales training, and all sales staff are trained on the theme of sustainability from the very start of their career. We also carry out special train-the-trainer qualifications for multipliers in sales in which we go into topics such as our vehicles’ CO<sub>2</sub> emissions throughout the product life cycle and environmental protection in aftersales.



Sustainability in sales: ZK Motors in Kielce/PL is the first dealership in the world to achieve “BMW dealership Sustainable Standard” certification.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

# 5 FUNDAMENTALS

### 5.1 Customer satisfaction

### 5.2 Economic effects

### 5.3 Compliance and human rights

### 5.4 Stakeholder engagement

### 5.5 Reinforcing sustainability

## Further key indicators

## GRI G4 Content Index

## Appendix

# 5.2 Economic effects

**Sustainable management combines long-term commercial success with added value for society. As a global company, the BMW Group creates jobs around the world and contributes to economic prosperity.**

The BMW Group currently employs 122,244 people in attractive jobs (2014: 116,324) and is training 4,700 young people at its worldwide locations (2014: 4,595). The purchase of

intermediate products also secures jobs in our supply chains. In 2015, the BMW Group paid a total of approximately €2.828 million in income taxes (2014: €2.890). These funds promote development in the regions where our production sites are located. We see the positive trend in our figures as confirmation of our contribution to social prosperity.

GRI G4-EC7, GRI G4-EC8

## Vehicle production of the BMW Group by plant

T 5.01

in units

|  | 14      | 15      | Change in % | Share of production in % |
|--|---------|---------|-------------|--------------------------|
| Munich, DE                             | 228,126 | 221,998 | -2.7        | 9.7                      |
| Dingolfing, DE                         | 369,027 | 360,804 | -2.2        | 15.8                     |
| Regensburg, DE                         | 272,015 | 304,509 | 11.9        | 13.4                     |
| Leipzig, DE                            | 211,434 | 233,656 | 10.5        | 10.3                     |
| Roslyn, ZA                             | 68,771  | 71,353  | 3.8         | 3.1                      |
| Spartanburg, US                        | 349,949 | 400,904 | 14.6        | 17.6                     |
| Dadong <sup>1</sup> , CN               | 143,390 | 142,767 | -0.4        | 6.3                      |
| Tiexi <sup>1</sup> , CN                | 144,076 | 144,988 | 0.6         | 6.4                      |
| Rayong, TH                             | 6,012   | 8,928   | 48.5        | 0.4                      |
| Araquari, BR                           | 5,616   | 9,936   | 76.9        | 0.4                      |
| Chennai, IN                            | 4,824   | 7,716   | 60.0        | 0.3                      |
| Oxford, UK                             | 179,318 | 201,206 | 12.2        | 8.8                      |
| Graz (Magna Steyr) <sup>2</sup> , AT   | 113,401 | 82,655  | -27.1       | 3.6                      |
| Born (VDL Nedcar bv) <sup>2</sup> , NL | 29,196  | 57,019  | 95.3        | 2.5                      |
| Goodwood, UK                           | 4,495   | 3,848   | -14.4       | 0.2                      |
| Assembly plants                        | 35,916  | 27,216  | -24.2       | 1.2                      |

<sup>1</sup> BMW Brilliance Automotive Ltd., Shenyang/CN (joint venture).

<sup>2</sup> Contract production.

GRI G4-9

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### 5.1 Customer satisfaction

### 5.2 Economic effects

### 5.3 Compliance and human rights

### 5.4 Stakeholder engagement

### 5.5 Reinforcing sustainability

## Further key indicators

## GRI G4 Content Index

## Appendix

## Financial figures

T 5.02

in € million

|                                | 11     | 12     | 13     | 14     | 15     | Veränderung<br>in % |
|--------------------------------|--------|--------|--------|--------|--------|---------------------|
| Capital expenditure            | 3,692  | 5,240  | 6,711  | 6,100  | 5,890  | -3.4%               |
| Revenues                       | 68,821 | 76,848 | 76,059 | 80,401 | 92,175 | 14.6%               |
| Profit before financial result | 8,018  | 8,275  | 7,978  | 9,118  | 9,593  | 5.2%                |
| Profit before tax              | 7,383  | 7,803  | 7,893  | 8,707  | 9,224  | 5.9%                |
| Income taxes                   | 2,476  | 2,692  | 2,564  | 2,890  | 2,828  | -2.1%               |
| Net profit                     | 4,907  | 5,111  | 5,329  | 5,817  | 6,396  | 10.0%               |

GRI G4-EC1

## CREATING VALUE FOR OUR STAKEHOLDERS THROUGH GROWTH

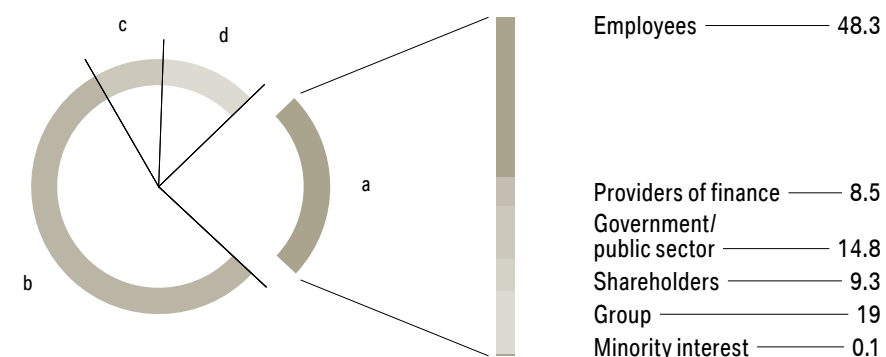
The sustainable, profitable growth of the BMW Group creates value. Direct positive economic benefits are risk-commensurate returns for capital providers, attractive salaries for employees as well as a social contribution through income tax payments. These are quantified in the allocation statement for net value added.

At €22,524 million (2014: €20,620 million), the net value added of the BMW Group has remained at a constant high level. GRI G4-EC1 The bulk of the net value added, 48.3%, is applied to employees (2014: 47.4%). The proportion applied to providers of finance remained at the previous year's level of 8.5%. The government/public sector (including deferred tax expense) accounted for 14.8%. The proportion of net value added applied to shareholders, at 9.3%, was higher than in the previous year. Other shareholders take a 0.1% share of value added. The remaining share (19.0%) will be retained in the Group to finance future operations > [Table 5.03](#).

## BMW Group value added

T 5.03

in %



|                                  |      |
|----------------------------------|------|
| a) Net value added               | 24.2 |
| b) Cost of materials             | 54.8 |
| c) Depreciation and amortisation | 8.8  |
| d) Other expenses                | 12.2 |

GRI G4-EC1

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### 5.1 Customer satisfaction

### 5.2 Economic effects

### 5.3 Compliance and human rights

### 5.4 Stakeholder engagement

### 5.5 Reinforcing sustainability

## Further key indicators

## GRI G4 Content Index

## Appendix

## DRIVING ECONOMIC DEVELOPMENT

By implementing innovations and opening up new business fields, the BMW Group fosters the creation of new value chains and jobs. Examples:

- The BMW Group continues to build on its capabilities in the field of electromobility and alternative drivetrains. Based on the experience and expertise gained from series production of the BMW i3, BMW i8 and other plug-in hybrid vehicles, we are pushing ahead with the further spread of electric vehicles.
- The BMW Group has been conducting research on fuel-cell-powered vehicles for more than 15 years. The fuel cell converts hydrogen into electrical energy and water vapour, enabling emissions-free driving without forfeiting the brand's signature dynamics. The fuel cell strategy is an innovative long-term option for emissions-free mobility. Through our research in this area, we are not only expanding the variety of drivetrains offered by the



Breaking new ground: a hydrogen filling station at Innsbruck in Austria.

BMW Group but also fostering the development of new markets for sustainable mobility.

- The broader market launch of fuel cell technology calls for the corresponding refuelling infrastructure. For this purpose, the BMW Group has joined forces with four other carmakers to form the European “HyFIVE Project”. This is one of the largest projects in Europe dedicated to promoting fuel-cell-powered vehicles. As part of the project, the BMW Group, in cooperation with TOTAL, opened one of the first public hydrogen filling stations in the summer of 2015, offering two alternative techniques for refuelling.
- **> BMW i Ventures**, based in New York City/USA, is investing in start-ups in the field of mobility services and aspires to enter into long-term strategic partnerships in the areas of e-mobility, flexible use, parking and intermodality. In 2015, the start-up **> ZIRX** joined the BMW i Ventures portfolio. ZIRX offers innovative parking services in congested urban areas.
- In order to benefit from the energy market of the future and play a part in driving the transformation of the German energy industry, the BMW Group has founded the joint venture **> Digital Energy Solutions** with the company Viessmann. The business model is based on identifying and creating energy flexibility as well as digital-based energy marketing for small and medium-sized companies in industry and commerce. Energy flexibility is achieved through intelligent coordination of energy production, storage and consumption. The joint venture is thus promoting sustainable economic development and contributing to reaching CO<sub>2</sub> emissions targets in the electricity, heat and transport sectors.



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

5.1 Customer satisfaction

5.2 Economic effects

5.3 Compliance and human rights

5.4 Stakeholder engagement

5.5 Reinforcing sustainability

Further key indicators

GRI G4 Content Index

Appendix

## 5.3 Compliance and human rights

We regard lawful conduct and respect for human rights as fundamental prerequisites for fair competition and good corporate citizenship. As an international enterprise with highly complex supply chains, the BMW Group is exposed to increased risk of being confronted directly or indirectly with legal or human rights violations. We therefore treat compliance with legal provisions and the protection of human rights as top priorities and require our business partners to do the same.

### MANAGING COMPLIANCE

In order to protect the company systematically against compliance-related and reputational risks, the Board of Management created a Compliance Committee several years ago. The BMW Group Compliance Management System includes training and communication measures, individual counselling, consistent follow-up on cases of non-compliance as well as the management of compliance-relevant processes and controls.

The extent and intensity of compliance activities are based on an annually updated Group-wide compliance risk assessment covering more than 300 BMW Group business units and functions worldwide. GRI G4-S03

The **> BMW Group Legal Compliance Code**, which was updated in 2014, is the cornerstone of the Group's Compliance Management System, spelling out the Board of Management's acknowledgement of the fact that compliance is a joint responsibility (Tone from the Top). In our **> Annual Report 2015**, we provide comprehensive information on the actions we take to ensure responsible and lawful conduct.

### ENSURING DUE DILIGENCE WITH REGARD TO HUMAN RIGHTS

Our due diligence process for human rights is modelled on the **> UN Guiding Principles on Business and Human Rights**. In particular, we expect our employees to respect human rights and protect them in their daily actions. We also require our business partners to comply with human rights. G4-HR9 Starting in 2016, we will gradually integrate human rights requirements into our global Compliance Management System in order to entrench them even more firmly at all our locations.

#### Commitment to international conventions and principles

Our models for ensuring compliance with environmental and social standards along the value chain are based on various internationally recognised guidelines. The BMW Group is thus committed to adhering to the Organisation for Economic Cooperation and Development (OECD) **> Guidelines for multinational companies**, the contents of the **> ICC Business Charter for Sustainable Development** as well as the United Nations **> Environment Programme Cleaner Production Declaration (UNEP)**.

By signing the United Nations Global Compact in 2001 and, together with employee representatives, issuing a **> Joint Declaration on Human Rights and Working Conditions** in the BMW Group, the Board of Management gave its commitment to abide worldwide by internationally recognised human rights and with the fundamental working standards of the International Labour Organization (ILO).  
GRI G4-15, GRI G4-56

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

- 5.1 Customer satisfaction
- 5.2 Economic effects
- 5.3 Compliance and human rights
- 5.4 Stakeholder engagement
- 5.5 Reinforcing sustainability

## Further key indicators

## GRI G4 Content Index

## Appendix

## TRAINING EMPLOYEES IN HUMAN RIGHTS

We educate our employees on the position taken by the BMW Group and on the specific requirements with regard to human rights in business operations. The training is geared in particular toward managers and focus groups, for example in Purchasing. They are informed of what they have to be aware of in their daily actions and whom they can turn to for questions. GRI G4-HR2

## ADDRESSING HUMAN RIGHTS VIOLATIONS

If employees have any questions regarding human rights, they can ask their line managers or the BMW Group Human Rights Contact helpline. Employees also have the opportunity to submit information about possible human rights violations within the company via the BMW Group SpeakUP Line – anonymously and confidentially. The Human Rights Response Team, which includes one representative from the Works Council, handles the reports by employees and initiates measures as required to remedy possible violations.

In 2015, no human rights violations within the company were reported via internal channels. Nor were any relevant reports received regarding our supplier network. GRI G4-HR12

## OBLIGING BUSINESS PARTNERS TO OBSERVE HUMAN RIGHTS

We expect our business partners to consistently observe human rights and see this as an important criterion for long-term business relations. We implement this principle at the following levels:

- **Suppliers:** We ensure our suppliers' commitment to respecting human rights via our risk management process > [Chapter 3.3](#). Human rights requirements are also taken into account in investment decisions and the choice of company sites. In 2015, 100% of the order volume for all our material investments in property, plant and equipment (including production equipment and buildings) were covered by human rights clauses. G4-HR1
- **Dealers and importers:** Since 2015, all dealership contracts in Europe as well as all contracts with importers worldwide have contained a binding human rights clause, including a requirement to comply with the core labour standards of the > [International Labour Organization \(ILO\)](#). In the course of revising and harmonising BMW Group sales contracts worldwide, we intend to gradually integrate this clause into all non-European dealership contracts as well.
- **Joint ventures:** By joining the > [UN Global Compact](#) in January 2014, our joint venture BMW Brilliance Automotive Ltd. in China also explicitly committed to observing human rights.

We see the integration of human rights clauses into contracts with business partners as an important step in establishing human rights requirements in the value chain, and as an indicator of growing awareness on the part of our partners.

Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

5.1 Customer satisfaction

5.2 Economic effects

5.3 Compliance and human rights

5.4 Stakeholder engagement

5.5 Reinforcing sustainability

Further key indicators

GRI G4 Content Index

Appendix

## 5.4 Stakeholder engagement

As a global corporation, both our manufacturing activities and our products have an effect on the environment as well as on diverse groups of stakeholders. At the same time, the viewpoints, decisions and actions of our stakeholders have a decisive impact on the success of our enterprise. The BMW Group therefore engages in ongoing dialogue with its stakeholders at all its locations and in relevant markets.

By fostering dialogue with our stakeholders, we want to build trust, gain a better understanding of each other's positions, identify trends and consolidate partnerships. These exchanges also give us an opportunity to clearly and transparently explain the extent of our potential influence on social and environmental issues.

Our **> Stakeholder Engagement Policy** forms the basis for continuous dialogue. It defines the goals of the dialogue, sets the criteria for identifying and prioritising our stakeholders, and provides a template for a range of suitable dialogue formats and communication channels. GRI G4-25



In discussion with stakeholders: the BMW Group Student Forum in London.

### REGULARLY AND SYSTEMATICALLY EXCHANGING VIEWS WITH STAKEHOLDERS

Our subsidiaries, our political offices in the different markets as well as our plants engage in regular dialogue with local stakeholders on relevant topics. A range of committees and channels allow our different corporate departments to contact relevant stakeholder groups directly.

One of the cornerstones of this dialogue is our ongoing and systematic identification and prioritisation of stakeholders and their topics of interest. To this end, we regularly map out stakeholder groups that are involved in strategically important topics at all relevant locations.

Our basic goal is to host at least one multi-stakeholder dialogue per year in Europe, Asia and North America respectively. We set the themes for these stakeholder dialogues according to how topical they are and how well they lend themselves to comparing and contrasting the different regions. In 2015, for example, we conducted stakeholder dialogues on the topic of urban mobility in Berlin/DE, London/UK, Shanghai/CN, Seattle/USA and Paris/FR. In addition to these events, we also have direct contact with individual stakeholders on specific occasions when special topics arise (for example, in 2015, there were requests for information on environmental protection at our plant in Tiexi/CN and on social and environmental standards in the value chain). This is usually a case of questions or criticisms expressed by NGOs or individuals on different issues or incidents at our production sites or in the supply chain.

Our Supply Chain Response Team looks into each case in a matter of days. The management of the supplier company is asked to respond to the specific issue or case. If any doubts remain, we intensify our investigation and send someone to look into things-on site.

For an overview of the forms of dialogue and stakeholder groups of the BMW Group, see [> Figure 5.01](#).



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### 5.1 Customer satisfaction

### 5.2 Economic effects

### 5.3 Compliance and human rights

### 5.4 Stakeholder engagement

### 5.5 Reinforcing sustainability

## Further key indicators

## GRI G4 Content Index

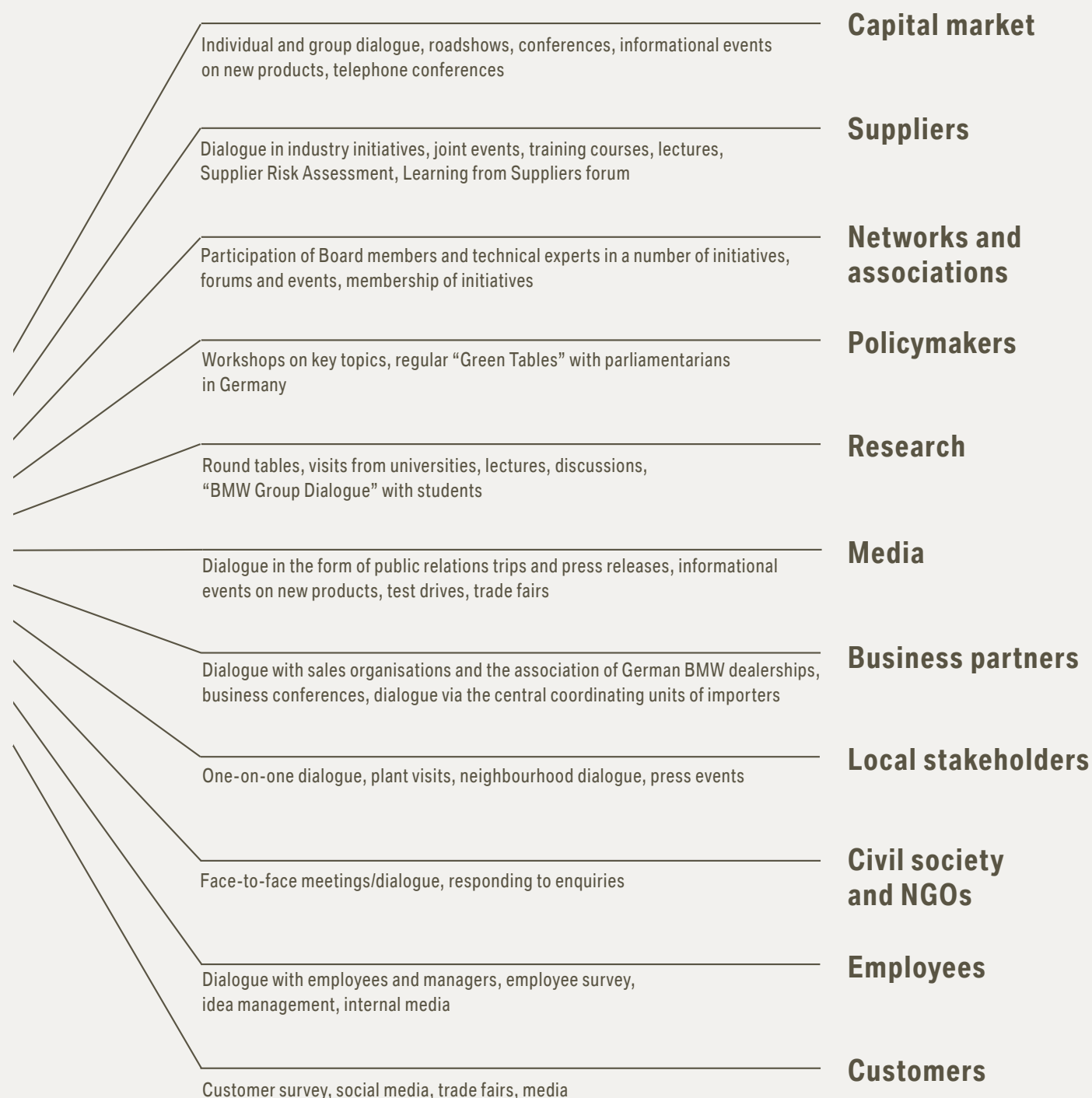
## Appendix

## Stakeholder groups and forms of dialogue

F 5.01

### BMW Group in dialogue

The BMW Group fosters both individual dialogue with stakeholders as well as multi-stakeholder dialogue with representatives of different stakeholder groups.



GRI G4-24, GRI G4-26

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

- 5.1 Customer satisfaction
- 5.2 Economic effects
- 5.3 Compliance and human rights
- 5.4 Stakeholder engagement
- 5.5 Reinforcing sustainability

## Further key indicators

## GRI G4 Content Index

## Appendix

## Seven key stakeholder perceptions and recommendations

F 5.02

### 1. Individual premium mobility

Demand for individual premium mobility remains but strategic evaluation is needed since vehicle use cases are challenged.

### 2. Policy focus

Policy focus is on clean air, congestion and land use, but electric vehicles cover only one area.

### 3. E-mobility

E-mobility still requires policy support but also new business models can foster the market uptake.

### 4. Car sharing

Car sharing has a growing customer base which could be increased by additional customer value.

### 5. Mobility services

IT-enabled mobility services offer great opportunities but stakeholder expectations are still vague.

### 6. Autonomous driving

Autonomous driving is perceived as being positive but will bring complex and new challenges for carmakers.

### 7. Dialogue format

The stakeholder dialogue format contributes to trust in BMW but could be used even more strategically.

GRI G4-27

All of our stakeholder dialogue formats are based on one principle: that the views of our stakeholders feed back into the company. On the other hand, the stakeholders become familiar with the BMW Group's views and positions on certain topics and can take account of these in their day-to-day work. For an overview of the results of the stakeholder dialogues in 2015 see > [Figure 5.02](#).

Further information on specific events taking place as part of the > [BMW Group Dialogue](#) are published online on the BMW Group website.

## IN DIALOGUE WITH POLITICAL DECISION-MAKERS

By engaging in regular, active and open dialogue with political decision-makers, union representatives and associations as well as non-governmental organisations (NGOs), we play a constructive and transparent role in shaping the general political framework for our business activities. We offer our expertise to help promote fair competition for all involved and find sustainable solutions. We regard this as an important aspect of our corporate responsibility.

The political offices concern themselves with public affairs as they affect environmental, financial and socio-political topics and deal with relevant economic policy and industry-specific issues. In the period under report, the main topics in this regard were how to put CO<sub>2</sub> regulation into practice, how to deal with trade barriers, fair taxation legislation, changes brought about by digitisation, the challenges of urban mobility as well as international regulations on measuring emissions.

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

- 5.1 Customer satisfaction
- 5.2 Economic effects
- 5.3 Compliance and human rights
- 5.4 Stakeholder engagement**
- 5.5 Reinforcing sustainability

### Further key indicators

### GRI G4 Content Index

### Appendix

#### Improving CO<sub>2</sub> regulation

Legal regulations on emissions are becoming increasingly stringent worldwide, continually posing new challenges to the automotive industry. As early as 2000, the BMW Group set the course for reducing fuel consumption and emissions with its Efficient Dynamics strategy. Electromobility is essential for achieving further reductions.

Favourable economic conditions have proven conducive to the successful introduction of new technologies. This is why we maintain a dialogue with the political stakeholders in the main markets on central issues such as promoting electromobility, not distorting competition according to market segment, supporting new efficiency technologies, a realistic connection between targets and measuring methods as well as consistency of supply-side and demand-side policies.

The BMW Group would like to see countries in all markets take effective measures to promote electromobility, such as those already in place for example in Japan, China and California.

#### Promoting the transatlantic free trade agreement

As a global enterprise, the BMW Group supports the further opening of worldwide markets as well as the continuous reduction of tariff and non-tariff trade barriers. The BMW Group is one of the biggest payers of customs duties in transatlantic trade. We therefore welcome the bilateral negotiations on a comprehensive and far-reaching economic and trade pact between the EU and the USA ( > **Transatlantic Trade and Investment Partnership, TTIP** ). Reducing trade barriers should lead to considerable benefits for corporations and will therefore also have positive effects for consumers on both sides of the Atlantic. At the same time, closer regulatory cooperation is urgent not only in the areas of fuel economy and emissions, but above all in drafting rules and regulations for networking between vehicles and autonomous driving. Common standards will help to pave the way for the spread of new technologies.

#### Supporting democratic parties

The BMW Group supports the work on social policy carried out by the democratic parties in Germany (CDU, CSU, SPD, FDP and Bündnis90/Die Grünen). The company places high value on transparency in this regard and complies with the relevant legislation. Since 2014, the BMW Group has supported the work of political parties in Germany solely through content-based partnerships, for example by sponsoring public discussion forums and dialogue formats. All partnerships are subject to the clear sponsorship guidelines of the BMW Group.

## FORECAST

**We will continue to hold at least one annual Stakeholder Dialogue event in Europe, North America and Asia. Key topics for 2016 include “digitalisation” and “urban mobility”.**



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

5.1 Customer satisfaction

5.2 Economic effects

5.3 Compliance and human rights

5.4 Stakeholder engagement

5.5 Reinforcing sustainability

Further key indicators

GRI G4 Content Index

Appendix

## 5.5 Reinforcing sustainability

**The BMW Group manages its business in accordance with responsible corporate governance principles geared to long-term value creation in all areas of the company.**

The Board of Management governs the enterprise under its own responsibility, acting in the interests of the BMW Group with the aim of achieving sustainable growth in value. It thus determines the strategic orientation of the enterprise and ensures its implementation. The Board of Management is furthermore responsible for compliance with all provisions of the law and internal regulations as well as for adequate risk management and risk controlling. The Supervisory Board advises and supervises the Board of Management in conducting its duties (dual management system). GRI G4-34, GRI G4-39

Sustainability is a component of our corporate strategy. For this reason, our Sustainability and Environmental Protection department has been directly incorporated into our Corporate Planning and Product Strategy unit since 2007, under the mandate of the Chairman of the Board. This unit is responsible for the sustainability strategy and sustainability management worldwide. Some of the department's tasks are:

- To identify and take an internal approach to addressing core challenges.
- To develop and monitor sustainability goals.
- To further develop, specify and integrate our sustainability initiatives into individual divisions, taking account of the entire value chain.
- To ensure the cooperation of all departments in the company involved in sustainability.
- To provide a central corporate function for environmental protection (Group Representative) and manage the environmental protection network.
- To manage global centres of competence on a range of environmental issues.

### MANAGING SUSTAINABILITY

The Sustainability Board makes decisions on the long-term alignment of the sustainability-related areas of action included in Strategy Number ONE. The entire Board of Management is represented on the Sustainability Board, along with the heads of Sustainability and Environmental Protection and of Corporate Communications. GRI G4-34 The Sustainability Board convenes twice a year to assess the company's progress on economic, environmental and social issues. In particular, it determines the degree to which sustainability principles have been integrated into the various departments. GRI G4-43, GRI G4-47 The Supervisory Board in turn requests progress reports from the Board of Management.

#### Organisation of sustainability in the BMW Group

F 5.03

##### Sustainability board

- Comprises the entire Board of Management
- Chairman: Chairman of the Board of Management
- Responsible for strategic alignment



##### Sustainability circle

- Comprises department heads from all divisions
- Responsible for preliminary work to support decision-making



##### Specialist divisions

- Implement measures and processes needed for the BMW Group to achieve its sustainability goals

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

- 5.1 Customer satisfaction
- 5.2 Economic effects
- 5.3 Compliance and human rights
- 5.4 Stakeholder engagement
- 5.5 Reinforcing sustainability

### Further key indicators

### GRI G4 Content Index

### Appendix

For example, the Supervisory Board has established the Board of Management's obligation to report on the subject of diversity. GRI G4-44 The Sustainability Circle, which comprises department heads from all divisions, prepares decisions for presentation to the Sustainability Board > [Figure 5.03](#).

GRI G4-35, GRI G4-36, GRI G4-42, GRI G4-43

The BMW Group management principles are also set down in the > [Corporate Governance Code](#).

### INTEGRATING SUSTAINABILITY AS A STRATEGIC CORPORATE OBJECTIVE

Sustainability has been established at the BMW Group since 2009 as a strategic corporate objective based on specific targets and key performance indicators. Sustainability is therefore an explicit component of the BMW Group's management system. This means on the one hand that every major project must be measurable in terms of "Sustainability" as a corporate objective, ensuring that, in addition to economic factors, environmental and social aspects are also accounted for in the decision-making process.

It also means that sustainability as a corporate objective is broken down to the level of business areas and divisions. As a result, the personal targets set for managers include sustainability aspects and criteria which have an effect on their performance-based remuneration.

### REWARDING SUSTAINABLE BUSINESS SUCCESS

The Supervisory Board decides on the level of compensation received by members of the Board of Management, orienting its decisions on the sustainable development of the BMW Group. Bonuses are also based in part on personal performance, evaluated primarily according to qualitative criteria. These criteria include ecological innovation (e.g. reduction of carbon emissions), customer focus, leadership accomplishments and the ability to lead change processes.

Further key performance indicators for measuring contributions made to the sustainable development and future viability of the company are enhancing its attractiveness as an employer, progress in the implementation of the diversity concept as well as activities in the field of corporate social responsibility

> [Compensation Report in the 2015 Annual Report](#). GRI G4-44, GRI G4-51

You can find further information and data on fundamentals at > [Further key indicators](#).

# FURTHER KEY INDICATORS

|                                    |
|------------------------------------|
| Introduction                       |
| 1 STRATEGY                         |
| 2 PRODUCTS<br>AND SERVICES         |
| 3 PRODUCTION AND<br>VALUE CREATION |
| 4 EMPLOYEES<br>AND SOCIETY         |
| 5 FUNDAMENTALS                     |
| <b>Further key indicators</b>      |
| Strategy                           |
| Products<br>and services           |
| Production and<br>value creation   |
| Employees<br>and society           |
| Fundamentals                       |
| GRI G4 Content Index               |
| Appendix                           |



Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

Further key indicators

Strategy

Products and services

Production and value creation

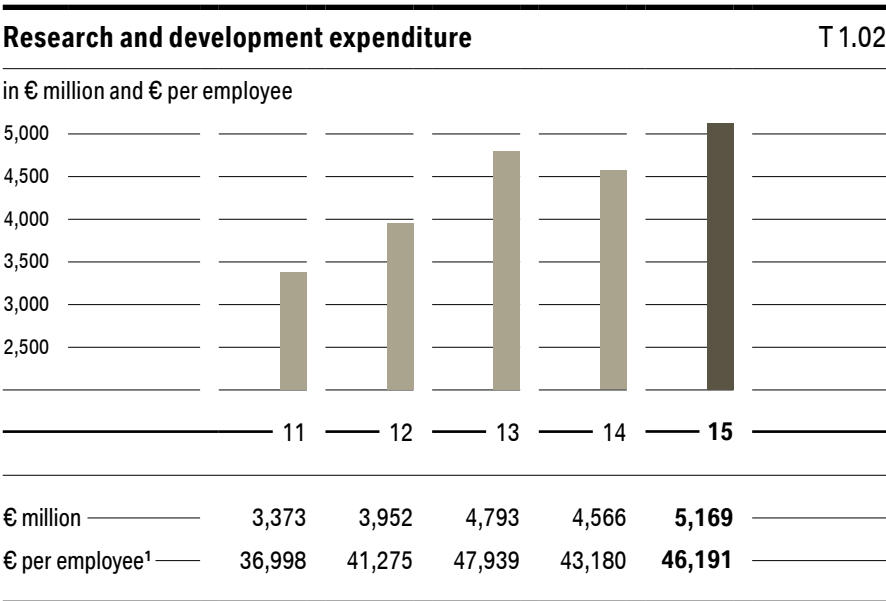
Employees and society

Fundamentals

GRI G4 Content Index

Appendix

Further key indicators: Strategy



1

Based on the average number of people employed during the financial year (not including trainees and students gaining work experience).

In the reporting period, expenditure on research and development, in particular for future technologies, rose by 13.2% to €5,169 million (2014: €0,000 million). It accounted for 5.6 % of revenues (2014: 5.7%) thus remaining on the level of the previous year.

Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

Further key indicators

Strategy

Products and services

Production and value creation

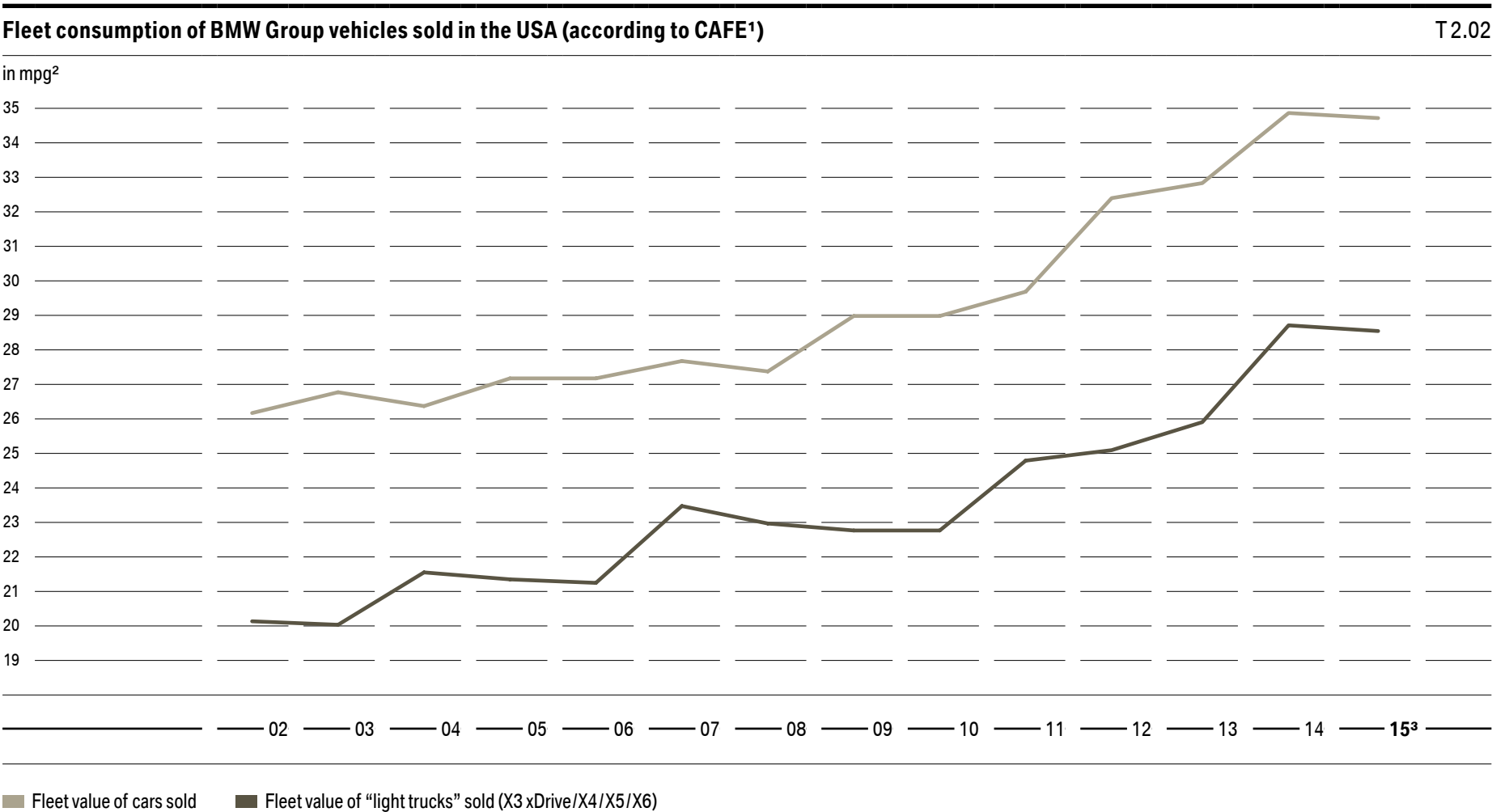
Employees and society

Fundamentals

GRI G4 Content Index

Appendix

Further key indicators: Products and services



1 CAFE: corporate average fuel economy.  
2 mpg: miles per gallon.  
3 BMW Group forecast, not yet officially confirmed by National Highway Traffic Safety Administration (NHTSA).

The BMW Group's Efficient Dynamics strategy calls for fuel economy technologies to be made accessible to all customers worldwide as soon as possible. Efficient Dynamics are thus part of the standard equipment in our vehicles. The slight decrease is primarily due to the drop in fuel prices and the accompanying increase in customer demand for larger models and more powerful engines.

GRI G4-EN27

Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

Further key indicators

Strategy

Products and services

Production and value creation

Employees and society

Fundamentals

GRI G4 Content Index

Appendix

Fuel consumption and CO<sub>2</sub> emissions of the most efficient and best-selling BMW Group models in 2015<sup>1</sup>

T 2.03

|   | l/100 km<br>Manual<br>transmission<br>(combined) | l/100 km<br>Automatic<br>transmission<br>(combined) | g CO <sub>2</sub> /km<br>Manual<br>transmission | g CO <sub>2</sub> /km<br>Automatic<br>transmission | kWh/100 km               |
|---|--|---|---|--|--------------------------|
| <b>Most efficient models worldwide</b>    |  |   |   |  |                          |
| BMW 116d EfficientDynamics Edition 5-door | 3.8–3.4  | –   | 101–89  | –  | –                        |
| Mini One D 3-door                         | 3.5–3.4  | –   | 92–89   | –  | –                        |
| X5 xdrive 40e                             | –  | 3.4–3.3   | –   | 78–77  | 15.4–15.3 <sup>2</sup>   |
| BMW i8                                    | –  | 2.1   | –   | 49   | 11.9 <sup>2</sup>        |
| BMW i3 (with range extender)              | –  | 0 (0.6)   | –   | 0 (13)   | 12.9 (13.5) <sup>3</sup> |

Best-selling models in Germany

|                       |         |         |         |         |   |
|-----------------------|---------|---------|---------|---------|---|
| BMW 116i Hatch 5-door | 5.4–5.0 | –       | 126–116 | –       | – |
| BMW 320d Touring      | 4.7–4.3 | 4.5–4.1 | 123–113 | 119–109 | – |

Best-selling models in EU-28

|                       |         |         |         |         |   |
|-----------------------|---------|---------|---------|---------|---|
| BMW X3 xDrive20d      | 5.5–5.1 | 5.3–4.9 | 145–135 | 139–129 | – |
| BMW 116d Hatch 5-door | 4.1–3.7 | 4.1–3.6 | 107–97  | 107–96  | – |

As at 3/2016. Further, regularly updated information on the vehicles referred to in this publication can be found at [www.bmw.com](http://www.bmw.com), [www.mini.com](http://www.mini.com) and [www.rolls-roycemotorcars.com](http://www.rolls-roycemotorcars.com).

- <sup>1</sup> Fuel consumption is determined in accordance with the ECE driving cycle. Detailed information on the local and long-distance consumption of the vehicles listed here can be found in the table “Fuel consumption and CO<sub>2</sub> emission values of the vehicles referred to in this publication”.
- <sup>2</sup> Combined electricity consumption (in addition fuel consumption).
- <sup>3</sup> Average total energy consumption.



Introduction

1 STRATEGY

2 PRODUCTS  
AND SERVICES

3 PRODUCTION AND  
VALUE CREATION

4 EMPLOYEES  
AND SOCIETY

5 FUNDAMENTALS

Further key indicators

Strategy

Products  
and services

Production and  
value creation

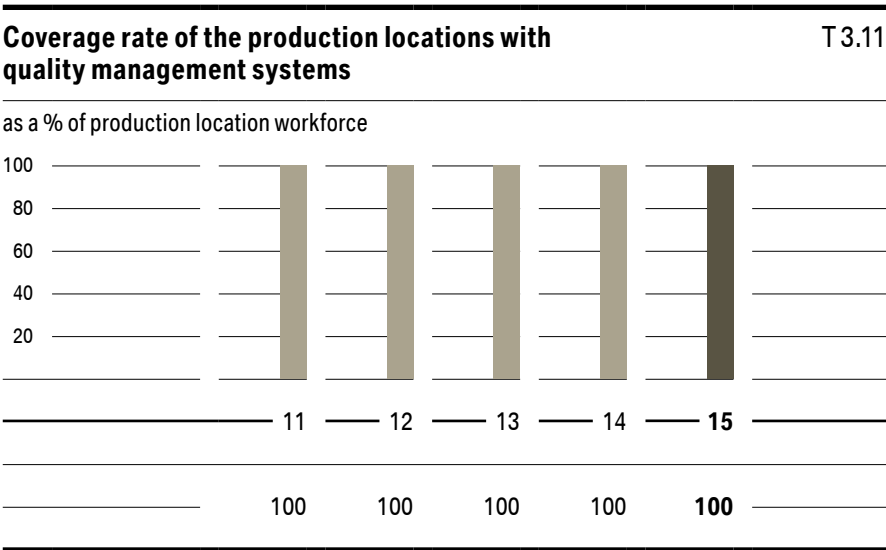
Employees  
and society

Fundamentals

GRI G4 Content Index

Appendix

Further key indicators: Production and value creation



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

Strategy

Products and services

Production and value creation

Employees and society

Fundamentals

### GRI G4 Content Index

### Appendix

## Energy consumption in detail

T 3.12

in MWh

11 12 13 14 15<sup>1</sup>

### Total energy consumption (upper heating value in case of fossil fuels)

|   |           |           |           |           |           |
|---|-----------|-----------|-----------|-----------|-----------|
| Total energy consumption  | 4,278,582 | 4,549,788 | 4,721,174 | 4,867,094 | 5,479,002 |
| — of which vehicle production   | 4,278,582 | 4,549,788 | 4,721,174 | 4,867,094 | 5,054,722 |
| — of which motorcycle plant in Berlin/DE                                    |           |           |           |           | 80,535    |
| — of which corporate functions, development and administration in Munich/DE |           |           |           |           | 343,745   |

### Total energy consumption in detail (upper heating value in case of fossil fuels)

|                               |           |           |           |           |           |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| Electricity (external source) | 1,702,157 | 1,790,534 | 1,910,065 | 2,141,222 | 2,485,881 |
| Community heating             | 200,808   | 249,123   | 316,532   | 281,216   | 366,593   |
| Community cooling in MWh      | –         | –         | –         | –         | 1,002     |

### Fossil fuels

|                       |           |           |           |           |           |
|-----------------------|-----------|-----------|-----------|-----------|-----------|
| Fuel oil              | 12,176    | 12,622    | 14,023    | 7,459     | 4,667     |
| Natural gas           | 2,034,529 | 2,169,059 | 2,165,362 | 2,198,202 | 2,393,723 |
| — of which CHP losses | 211,680   | 210,514   | 191,840   | 210,740   | 214,569   |

### Non-fossil fuels

|                       |         |         |         |         |         |
|-----------------------|---------|---------|---------|---------|---------|
| Biogas (landfill gas) | 328,912 | 328,450 | 315,192 | 238,654 | 226,146 |
| — of which CHP losses | 91,600  | 103,422 | 94,486  | 73,638  | 98,670  |
| Wood pellets          | –       | –       | –       | –       | 430     |

### Regenerative fuels

|                              |   |     |     |     |     |
|------------------------------|---|-----|-----|-----|-----|
| Solar energy (photovoltaics) | 0 | 114 | 142 | 341 | 559 |
|------------------------------|---|-----|-----|-----|-----|

<sup>1</sup> To further increase transparency, energy consumption from the corporate functions, development and administration in Munich/DE as well as the motorcycle plant in Berlin/DE are included in the report for the first time.

GRI G4-EN3

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

Strategy

Products and services

Production and value creation

Employees and society

Fundamentals

### GRI G4 Content Index

### Appendix

## Certified environmental management systems in production facilities of the BMW Group

T 3.13

| Site   | Environmental management systems | Most recent year of certification |
|--|----------------------------------|-----------------------------------|
| Berlin plant, DE   | ISO 14001/ EMAS                  | January 2015                      |
| Dingolfing plant, DE                                       | ISO 14001/ EMAS                  | January 2015                      |
| Eisenach plant, DE   | ISO 14001/ EMAS                  | January 2015                      |
| Goodwood plant, UK   | ISO 14001                        | January 2015                      |
| Hams Hall plant, UK  | ISO 14001                        | January 2015                      |
| Landshut plant, DE   | ISO 14001/ EMAS                  | January 2015                      |
| Leipzig plant, DE  | ISO 14001/ EMAS                  | January 2015                      |
| Munich plant, DE   | ISO 14001/ EMAS                  | January 2015                      |
| Oxford plant, UK   | ISO 14001                        | January 2015                      |
| Regensburg plant, DE                                       | ISO 14001/ EMAS                  | January 2015                      |
| Rosslyn plant, ZA  | ISO 14001                        | January 2015                      |
| Spartanburg plant, US                                      | ISO 14001                        | January 2015                      |
| Steyr plant, AT  | ISO 14001/ EMAS                  | January 2015                      |
| Swindon plant, UK  | ISO 14001                        | January 2015                      |
| Wackersdorf plant, DE                                      | ISO 14001/ EMAS                  | January 2015                      |
| <b>CKD plant, Araquari, BR</b>                             | <b>ISO 14001</b>                 | <b>planned in March 2016</b>      |
| CKD plant, Chennai, IN                                     | ISO 14001                        | January 2015                      |
| CKD plant, Jakarta, ID (external production)               | ISO 14001                        | May 2013                          |
| CKD plant, Cairo, EG (external production)                 | ISO 14001                        | October 2014                      |
| CKD plant, Kaliningrad, RU (external production)           | ISO 14001                        | July 2014                         |
| CKD plant, Kulim, MY (external production)                 | ISO 14001                        | November 2013                     |
| CKD plant, Manaus, BR (external production)                | National standard                | Introduced                        |
| CKD plant, Rayong, TH                                      | ISO 14001                        | January 2015                      |
| BMW Brilliance Automotive, Shenyang, CN (joint venture)    | ISO 14001                        | December 2012                     |
| SGL Automotive Moses Lake, US (joint venture)              | ISO 14001                        | January 2016                      |
| SGL Automotive Wackersdorf, DE (joint venture)             | ISO 14001                        | January 2015                      |
| Magna Steyr Fahrzeugtechnik Graz, AT (contract production) | ISO 14001/ EMAS                  | July 2015                         |
| <b>VDL Nedcar, Born, NL (contract production)</b>          | <b>ISO 14001</b>                 | <b>October 2014</b>               |

Environmental management systems are in place at all BMW Group production facilities worldwide as well as in the central planning departments. With the exception of the Manaus/BR plant, these systems are certified in accordance with ISO 14001. The German and Austrian sites additionally meet the EMAS European environmental management standard. The environmental management system in accordance with ISO 14001 is currently being introduced at the Araquari/BR plant.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

#### Strategy

#### Products and services

#### Production and value creation

#### Employees and society

#### Fundamentals

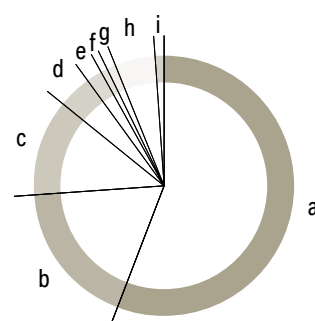
### GRI G4 Content Index

### Appendix

### Average distribution of materials in BMW Group vehicles<sup>1</sup>

T 3.14

in %



|                            |    |                        |   |
|----------------------------|----|------------------------|---|
| a) Steel and iron          | 56 | f) Textile             | 1 |
| b) Non-ferrous metals      | 18 | g) M.O.N. <sup>3</sup> | 1 |
| c) Thermoplastic resins    | 12 | h) Other               | 5 |
| d) Elastomers <sup>2</sup> | 4  | i) Operating fluids    | 1 |
| e) Duromers                | 2  |                        |   |

<sup>1</sup> Calculation of representative vehicles includes: BMW 1 Series, BMW 3 Series, BMW 5 Series, BMW 7 Series, BMW X1, BMW X5, MINI Hatchback, MINI Countryman, RR, i3, i8.

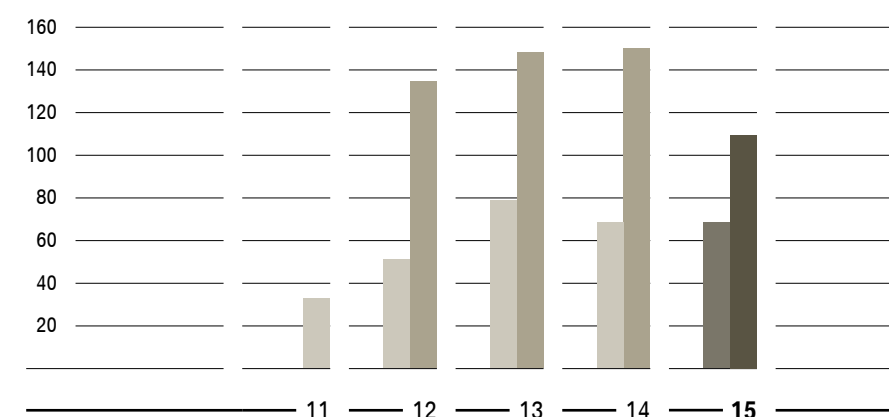
<sup>2</sup> Such as tyres and seals.

<sup>3</sup> Modified organic natural materials.

### Investment in environmental protection<sup>1</sup>

T 3.15

in € million



|                           |      |       |       |       |       |
|---------------------------|------|-------|-------|-------|-------|
| Germany                   | 32.6 | 50.9  | 78.6  | 68.2  | 69.7  |
| Entire production network | -    | 134.4 | 148.1 | 149.8 | 109.6 |

<sup>1</sup> Calculation of integrated environmental investments of the BMW Group according to VDA standard.

Total investment by the BMW Group in environmental protection decreased compared to 2014, amounting to €109.6 million in the reporting period, while investment in Germany remained on a comparably high level (€69.7 million). One of the main reasons for the decrease in investment volume in our non-German plants is that the large-scale investment in the modernisation of the paint shop systems at the plant in Spartanburg/USA was almost completed in 2014.

Introduction

1 STRATEGY

2 PRODUCTS AND SERVICES

3 PRODUCTION AND VALUE CREATION

4 EMPLOYEES AND SOCIETY

5 FUNDAMENTALS

Further key indicators

Strategy

Products and services

Production and value creation

Employees and society

Fundamentals

GRI G4 Content Index

Appendix

BMW Group input/output assessment for 2015 vehicle production

T 3.16

Input

|                               |               |
|-------------------------------|---------------|
| Raw materials <sup>1</sup>    |               |
| — Steel                       | 2,419,434 t   |
| — Plastics <sup>2</sup>       | 544,618 t     |
| — Aluminium                   | 582,928 t     |
| — Magnesium                   | 6,992 t       |
| Operating fluids <sup>3</sup> | 69,445 t      |
| Water <sup>4</sup>            | 4,819,684 m³  |
| Energy <sup>4</sup>           | 5,054,722 MWh |

Output

|   |                          |
|---|--------------------------|
| Vehicles                                      |                          |
| — BMW Group vehicles produced <sup>5</sup>    | 2,139,829                |
| — Vehicles produced (contracted)              | 139,674                  |
| Total waste <sup>4</sup>                      | 754,747 t                |
| — of which recyclable                         | 745,986 t                |
| — of which waste for disposal                 | 8,761 t                  |
| Total waste water <sup>4</sup>                | 3,108,587 m³             |
| CO <sub>2</sub> emissions <sup>4</sup>        | 1,266,697 t <sup>6</sup> |
| Volatile organic compounds (VOC) <sup>5</sup> | 2,618 t                  |
| NO <sub>x</sub> <sup>5</sup>                  | 602 t                    |
| CO <sup>5</sup>                               | 367 t                    |
| SO <sub>2</sub> <sup>5</sup>                  | 6 t                      |
| Particulates, dust <sup>5</sup>               | 59 t                     |

- <sup>1</sup> Due to the fact that internal reporting has a different scope, this figure excludes BMW Brilliance (CH) but includes Magna Steyr/AT.

<sup>2</sup> Component weight.

<sup>3</sup> Operating fluid for products (e.g. engine and gear oil, brake and cooling fluid, cooling agent, fuel for production refuelling). As the data is captured via the central purchasing system, this figure excludes BMW Brilliance (CH) and Magna Steyr/AT.

<sup>4</sup> Incl. BMW Brilliance (CH), excluding contract production.

<sup>5</sup> BMW Group measurements/capture as well as calculations based on energy consumption (primarily heating oil and gas) with the aid of the VDA emission factors.

<sup>6</sup> Calculated using updated emissions factors. If 2014 factors were used: 1,355,037 t CO<sub>2</sub>.

The number of vehicles produced again showed a robust increase in the reporting period (+5.3%). On the input side, the shift from steel to aluminium reported in 2014 continued due to the increase in lightweight construction. Aluminium grew by 5.7%, a much faster rate than steel (0.9%). In addition, the efficiency indicators energy/water consumption, process waste water, waste for disposal, VOC and CO<sub>2</sub> emissions per vehicle improved by an average of 7.0% compared to 2014.

GRI G4-EN1, GRI G4-EN2, GRI G4-EN3, GRI G4-EN8, GRI G4-EN15, GRI G4-EN21, GRI G4-EN22, GRI G4-EN23

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

#### Strategy

#### Products and services

#### Production and value creation

#### Employees and society

#### Fundamentals

### GRI G4 Content Index

### Appendix

### Water consumption<sup>1</sup>

T 3.17

|                                     | 11        | 12        | 13        | 14        | 15               |
|-------------------------------------|-----------|-----------|-----------|-----------|------------------|
| Water consumption in m <sup>3</sup> | 3,678,738 | 3,910,923 | 4,105,937 | 4,434,595 | <b>4,819,684</b> |
| — of which drinking water in %      | 88        | 88        | 86        | 87        | <b>86</b>        |
| — of which groundwater in %         | 12        | 12        | 14        | 13        | <b>14</b>        |
| — of which surface water in %       | 0         | 0         | 0         | 0         | <b>0</b>         |
| — of which rainwater in %           | 0         | 0         | 0         | 0         | <b>0</b>         |

<sup>1</sup> This figures refer to the production sites of the BMW Group incl. the BMW Brilliance Automotive Ltd. joint venture in Shenyang/CN.

Measured against the increase in production at the BMW Group incl. BMW Brilliance (5.8%), total water consumption rose disproportionately, by 8.7% compared to 2014. The very hot and dry summer played a significant role in this increase at many locations. On the other hand, a large number of continuous improvement measures were taken.

GRI G4-EN8

### Waste water<sup>1</sup>

T 3.18

|   | 11        | 12        | 13        | 14        | 15               |
|---|-----------|-----------|-----------|-----------|------------------|
| Total waste water in m <sup>3</sup>                               | 2,557,493 | 2,535,980 | 2,825,825 | 2,965,615 | <b>3,108,587</b> |
| — of which process waste water in m <sup>3</sup>                  | 935,750   | 896,137   | 882,978   | 949,601   | <b>960,234</b>   |
| — of which waste water from sanitary facilities in m <sup>3</sup> | 1,621,743 | 1,639,843 | 1,942,847 | 2,016,015 | <b>2,148,353</b> |
| Total heavy metals and heavy metal compounds in kg                | 463       | 474       | 465       | 492       | <b>502</b>       |
| CSB <sup>2</sup> in kg  | 1,681,776 | 1,617,183 | 1,770,577 | 2,081,473 | <b>2,152,073</b> |
| AOX <sup>3</sup> in kg  | 81        | 77        | 79        | 74        | <b>87</b>        |

<sup>1</sup> The key performance indicator “Process waste water” is measured after waste water treatment in BMW Group plants (incl. the BMW Brilliance Automotive Ltd. joint venture in Shenyang/CN) has taken place. Together with the waste water from sanitary facilities at the plants, this is the figure for total waste water. Due to factors such as evaporation, water input does not correspond to total waste water.

<sup>2</sup> COD = chemical oxygen demand.

<sup>3</sup> AOX = adsorbable organic halides in water.

Materials input into waste water should be limited to volumes that will not overtax natural decomposition processes. At all of our plants, we have introduced our own BMW-specific waste water standards, which exceed local regulations in many cases.

GRI G4-EN22



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

Strategy

Products and services

Production and value creation

Employees and society

Fundamentals

### GRI G4 Content Index

### Appendix

| Waste <sup>1</sup>                 |         |         |         |         |         | T 3.19 |
|------------------------------------|---------|---------|---------|---------|---------|--------|
| in t                               |         |         |         |         |         |        |
|                                    | 11      | 12      | 13      | 14      | 15      |        |
| Total waste                        | 594,791 | 664,752 | 680,299 | 727,079 | 754,747 |        |
| — Hazardous waste for recovery     | 18,413  | 19,979  | 21,884  | 28,503  | 31,099  |        |
| — Hazardous waste for disposal     | 8,720   | 8,127   | 7,668   | 7,439   | 5,483   |        |
| — Non-hazardous waste for recovery | 562,482 | 633,394 | 647,725 | 688,237 | 714,887 |        |
| — Non-hazardous waste for disposal | 5,176   | 3,252   | 3,022   | 2,900   | 3,278   |        |
| Materials for recycling            | 580,895 | 653,373 | 669,609 | 716,740 | 745,986 |        |
| — Metals for recycling (scrap)     | 449,900 | 494,894 | 500,589 | 525,812 | 569,959 |        |
| Waste for disposal                 | 13,896  | 11,379  | 10,690  | 10,339  | 8,761   |        |

<sup>1</sup> The indicators refer to the production locations of the BMW Group incl. the BMW Brilliance Automotive Ltd. joint venture in Shenyang/CN.

Waste for disposal was reduced to 8,761 tonnes in 2015 (2014: 10,339). This is a decrease of 15.3%, in spite of an increase in production at the BMW Group locations, incl. BMW Brilliance, of 5.8%. This reduction was primarily the result of the modification of the emulsion processing system at the Steyr/AT engine plant. At the same time, the proportion of materials for recycling or reuse increased again in 2015, reaching 99% (rounded up figure) of total waste volume.

GRI G4-EN23

| Modes of transport of BMW AG employees <sup>1</sup> |            |                      |            |                      |            |                      |            |                      | T 3.20 |
|---|------------|----------------------|------------|----------------------|------------|----------------------|------------|----------------------|--------|
|   | 12         | 13                   | 14         | 15 <sup>2</sup>      |            |                      |            |                      |        |
|   | in %       | in t CO <sub>2</sub> | in %       | in t CO <sub>2</sub> | in %       | in t CO <sub>2</sub> | in %       | in t CO <sub>2</sub> |        |
| Cars  | 47         | 53,036               | 50         | 59,882               | 51         | 60,009               | 52         | 65,922               |        |
| Public transport                                    | 17         | 3,738                | 17         | 3,914                | 16         | 3,461                | 16         | 3,750                |        |
| Plant bus   | 30         | 15,869               | 27         | 13,432               | 26         | 14,244               | 25         | 14,552               |        |
| Bicycle/on foot                                     | 6          | 0                    | 6          | 0                    | 7          | 0                    | 7          | 0                    |        |
| <b>Total</b>  | <b>100</b> | <b>72,643</b>        | <b>100</b> | <b>77,228</b>        | <b>100</b> | <b>77,714</b>        | <b>100</b> | <b>84,225</b>        |        |

<sup>1</sup> Headquarters, including Research and Innovation Centre Munich/DE, the Munich/DE, Dingolfing/DE, Regensburg/DE, Landshut/DE, Leipzig/DE and Berlin/DE plants.

<sup>2</sup> 63% of BMW Group employees, 92% of employees in Germany.w

Total CO<sub>2</sub> emissions increased by 8% due to a significant growth of 6% in the workforce nationwide in Germany and by 12% at German locations that have insufficient public transport infrastructure (e.g. Leipzig/DE and Landshut/DE). This also means that mobility patterns shifted towards more car journeys in 2015 compared to 2014. As the specific CO<sub>2</sub> vehicle emissions continued to decrease in the current portfolio of vehicles (e.g. due to i3 vehicles being used by employees for the first time), overall average CO<sub>2</sub> emissions per employee and production day were just below the previous year's level (4.46 kg/employee/day).

GRI G4-EN17

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

Strategy

Products and services

Production and value creation

Employees and society

Fundamentals

### GRI G4 Content Index

### Appendix

## Logistics: carriers and CO<sub>2</sub> emissions<sup>1</sup>

T 3.21

11 12 13 14 15

### Inbound (material provision of the plants and spare parts delivery)

|                                   |         |         |         |         |         |
|-----------------------------------|---------|---------|---------|---------|---------|
| Transport capacity in million tkm | 9,072   | 10,703  | 11,560  | 12,682  | 13,822  |
| CO <sub>2</sub> emissions in t    | 518,157 | 547,049 | 580,616 | 630,215 | 467,023 |

### Outbound (distribution vehicles and spare parts)

|                                   |         |         |         |         |         |
|-----------------------------------|---------|---------|---------|---------|---------|
| Transport capacity in million tkm | 18,854  | 20,195  | 22,226  | 24,537  | 25,584  |
| CO <sub>2</sub> emissions in t    | 677,730 | 700,051 | 803,158 | 888,089 | 935,059 |

### Total (inbound and outbound)

|                                   |           |           |           |           |           |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|
| Transport capacity in million tkm | 27,926    | 30,898    | 33,786    | 37,219    | 39,406    |
| CO <sub>2</sub> emissions in t    | 1,195,887 | 1,247,100 | 1,383,774 | 1,518,304 | 1,402,082 |

### Percentage share of carriers in total (inbound and outbound) in terms of transport volume and CO<sub>2</sub> emissions

|      | tkm  | g CO <sub>2</sub> | tkm  | g CO <sub>2</sub> | tkm  | g CO <sub>2</sub> | tkm  | g CO <sub>2</sub> | tkm  | g CO <sub>2</sub> |
|------|------|-------------------|------|-------------------|------|-------------------|------|-------------------|------|-------------------|
| Sea  | 78.9 | 51.3              | 79.2 | 53.1              | 78.9 | 51.6              | 77.8 | 50.1              | 78.9 | 57.0%             |
| Road | 11.9 | 24.2              | 10.7 | 20.2              | 12.4 | 23.1              | 13.5 | 24.3              | 13.5 | 27.8%             |
| Rail | 8.2  | 5.5               | 8.9  | 4.6               | 7.5  | 3.8               | 7.3  | 2.7               | 7.0  | 3.2%              |
| Air  | 1.0  | 19.0              | 1.2  | 22.1              | 1.2  | 21.5              | 1.4  | 22.9              | 0.6  | 12.0%             |

<sup>1</sup> Figures refer to BMW and MINI, excluding Rolls-Royce automobiles. CO<sub>2</sub> emissions calculated in accordance with DIN EN 16258. Since the 2011 financial year, the scope has expanded significantly and currently comprises: inbound volumes (material supplies to plants and spare parts delivery) for BMW and MINI vehicles in Germany, UK, USA, South Africa, China, Thailand, India and CKD/SKD locations as well as for delivery of spare parts to the parts supply centre ZTA in Dingolfing/DE. Outbound volumes (vehicle distribution and spare parts) as far as the distribution centres in the worldwide markets and in certain markets as far as the dealership.

Transport volume increased by 5.9% compared to 2014. This increase correlates with the rise in the number of BMW and MINI vehicles produced (+5.3%) and shipped (+6.1%). Total CO<sub>2</sub> emissions dropped by 7.7% year on year, and even over 12% per unit when the figure relates to the number of vehicles. This positive trend was achieved primarily due to a significant reduction of over 50% in the share of air freight in transport volume. It is also reflected in the shifts in shares of modes of transport in transport volume and CO<sub>2</sub> emissions figures.

GRI G4-EN17

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

#### Strategy

#### Products and services

#### Production and value creation

#### Employees and society

#### Fundamentals

### GRI G4 Content Index

### Appendix

## Further key indicators: Employees and society

### Occupational health and safety management systems at BMW Group sites

T 4.14

| Plant occupational health and safety certification                   | Occupational health and safety management system | Most recent year of certification |
|--|--|-----------------------------------|
| Berlin plant, DE   | OHSAS 18001                                      | December 2014                     |
| Dingolfing plant, DE   | OHRIS  | May 2015                          |
| Eisenach plant, DE   | OHSAS 18001                                      | September 2015                    |
| Goodwood plant, UK   | OHSAS 18001                                      | September 2015                    |
| Hams Hall plant, UK <sup>1</sup>                                     | HS(G) 65 <sup>3</sup>                            | Introduced                        |
| Landshut plant, DE   | OHRIS  | October 2015                      |
| Leipzig plant, DE  | OHRIS  | March 2013                        |
| Munich plant, DE   | OHRIS  | August 2015                       |
| Oxford plant, UK   | OHSAS 18001                                      | December 2015 <sup>6</sup>        |
| Regensburg plant, DE   | OHRIS  | July 2015                         |
| Rossllyn plant, ZA   | OHSAS 18001                                      | December 2014                     |
| Spartanburg plant, US  | OHSAS 18001                                      | February 2013                     |
| Steyr plant, AT  | OHSAS 18001                                      | October 2015 <sup>6</sup>         |
| Swindon plant, UK  | OHSAS 18001                                      | December 2015 <sup>6</sup>        |
| Wackersdorf plant, DE <sup>4</sup>                                   | OHRIS  | July 2015                         |
| CKD production Araquari, BR  | OHSAS 18001                                      | Planned 2016                      |
| CKD production Chennai, IN   | OHSAS 18001                                      | January 2013                      |
| CKD production Jakarta, ID (external production)                     | OHSAS 18001                                      | January 2014                      |
| CKD production Cairo, EG (external production)                       | OHSAS 18001                                      | October 2014                      |
| CKD production Kaliningrad, RU <sup>5</sup> (external production)    | National standard                                | Introduced                        |
| CKD production Kulim, MY (external production)                       | OHSAS 18001                                      | December 2012                     |
| CKD production Manaus, BR (external production)                      | National standard                                | Introduced                        |
| CKD production Rayong, TH  | OHSAS 18001                                      | January 2013                      |
| BMW Brilliance Automotive, Shenyang, CN <sup>2</sup> (joint venture) | OHSAS 18001                                      | January 2013                      |
| SGL Automotive Moses Lake, US (joint venture)                        | OHSAS 18001                                      | December 2015 <sup>6</sup>        |
| SGL Automotive Wackersdorf, DE (joint venture)                       | OHSAS 18001                                      | December 2015 <sup>6</sup>        |
| Magna Steyr Fahrzeugtechnik Graz, AT (contract production)           | OHSAS 18001                                      | July 2015                         |
| VDL Nedcar, Born, NL (contract production)                           | in accordance with OHSAS 18001                   | Not planned                       |

<sup>1</sup> OHSAS certification planned 2016.

<sup>2</sup> Includes the Dadong/CN, Tiexi/CN and Powertrain/CN plants.

<sup>3</sup> HS(G) 65, Successful health and safety management, British Government guidelines on safety at the workplace. Does not require certification.

<sup>4</sup> Jointly certified with BMW Regensburg/DE plant.

<sup>5</sup> GOST (state standard specification) 12.0230-2007SSBT. Does not require certification.

<sup>6</sup> Date of issue of certificates January 2016.

The BMW Group currently has certified occupational health and safety management systems in accordance with OHRIS and OHSAS in place at 25 of its 30 production locations, and corresponding systems in accordance with national standards at four further sites. The Eisenach/DE and Goodwood/UK locations completed the certification process in 2015. Certification of the Hams Hall plant in the UK as well as Araquari in Brazil is planned for 2016.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

#### Strategy

#### Products and services

#### Production and value creation

#### Employees and society

#### Fundamentals

### GRI G4 Content Index

### Appendix

### Occupational safety at BMW Group

T 4.15

Rate / number of participants / number

|   | 11     | 12     | 13     | 14                      | 15                      |
|---|--------|--------|--------|-------------------------|-------------------------|
| Accident frequency rate <sup>1</sup> BMW Group                          | 7.1    | 5.8    | 4.8    | 5.1 <sup>4</sup>        | 4.4 <sup>5</sup>        |
| Accident frequency rate <sup>1</sup> BMW AG                             | 7.9    | 6.6    | 5.3    | 5.8 (4.9 <sup>6</sup> ) | 5.0 (4.3 <sup>6</sup> ) |
| Safety training by BMW AG occupational safety association               | 1,059  | 4,315  | 2,387  | 2,750                   | 1,809                   |
| Web-based training in occupational safety at BMW Group <sup>2</sup>     |        | 11,935 | 15,902 | 17,180                  | 23,548                  |
| Other training courses in occupational safety at BMW Group <sup>2</sup> |        | 16,513 | 10,892 | 10,984                  | 17,536                  |
| Employees at BMW Group (number)   |        | 10,626 | 9,611  | 6,941                   | 13,635                  |
| Employees of third-party companies (number)                             |        | 5,887  | 1,281  | 4,043                   | 3,901                   |
| BMW Group risk assessments <sup>3</sup>                                 | 21,612 | 26,040 | 26,462 | 27,300                  | 69,887 <sup>7</sup>     |

<sup>1</sup> Number of occupational accidents with at least one day absent per one million hours worked.

<sup>2</sup> Training courses captured in 2012 for the first time.

<sup>3</sup> Number of safety assessments of workplaces, including with regard to possible ergonomic and health strains. Figures are cumulative and refer to the BMW Group.

<sup>4</sup> Figure not directly comparable to previous years' figures due to addition of German dealerships to Scope (2014 figure not including dealerships: 4.4). Around 88% of BMW Group employees captured.

<sup>5</sup> Figure not directly comparable to previous years' figures due to addition of plants in Brazil, Thailand and India to Scope (2015 figure in 2014 Scope: 4.5). Around 90% of BMW Group employees captured.

<sup>6</sup> BMW AG, not including dealerships.

<sup>7</sup> Figure not directly comparable to previous years' figures. The figure shown is the sum of the safety assessments of workplaces in the tariff-bound production area carried out so far in accordance with the ABATech method (30,451) and the hazard assessments in the non-tariff areas, which were captured for the first time (39,436). The figures are cumulative and refer to the BMW Group.

The accident frequency rate at the BMW Group decreased by 13.7% in 2015 (BMW AG: 13.8%) compared to 2014. This is due to continuous improvement processes as well as dedicated safety training courses and ongoing improvement of technical safety conditions at workstations. In addition to training by the occupational safety association, a large number of internal training courses are carried out, data on which has been captured since 2012. A total of 17,536 employees of the BMW Group as well as employees of third-party companies took part in internal safety training courses. In addition 5,153 people underwent training in first aid in Germany alone.

GRI G4-LA6

### BMW Group employees

T 4.16

|  | 11     | 12     | 13      | 14      | 15      |
|--|--------|--------|---------|---------|---------|
| Workforce according to segment                                 |        |        |         |         |         |
| Automotive   | 91,517 | 96,518 | 100,682 | 106,064 | 111,410 |
| Motorcycles  | 2,867  | 2,939  | 2,726   | 2,894   | 3,021   |
| Financial Services   | 5,801  | 6,295  | 6,823   | 7,245   | 7,697   |
| Other  | 121    | 124    | 120     | 121     | 116     |
| Share of employees with fixed-term contracts <sup>1</sup> in % | 3.1    | 3.8    | 3.9     | 4.2     | 4.7     |

<sup>1</sup> Excluding vocational trainees, interns and students.

GRI G4-10

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

Strategy

Products and services

Production and value creation

Employees and society

Fundamentals

### GRI G4 Content Index

### Appendix

### Accident frequency rate at BMW Group by region<sup>1</sup> T 4.17

per one million hours worked

|                             | Accident frequency |
|-----------------------------|--------------------|
| Germany                     | 5.0                |
| Brazil <sup>2</sup>         | 0.0                |
| UK and Ireland <sup>3</sup> | 3.5                |
| India <sup>4</sup>          | 0.0                |
| North America <sup>5</sup>  | 2.1                |
| Austria <sup>6</sup>        | 7.3                |
| South Africa <sup>7</sup>   | 1.9                |
| Thailand <sup>8</sup>       | 2.7                |

- <sup>1</sup> Occupational accidents with at least one day of absence from work per one million hours worked.  
<sup>2</sup> Aquari/BR plant.  
<sup>3</sup> Plants in Oxford/UK, Swindon/UK, Hams Hall/UK, Goodwood/UK, Financial Services, sales centres, distribution centre and Alphabet.  
<sup>4</sup> Chennai/IN plant.  
<sup>5</sup> Spartanburg/US plant, Financial Services, sales centres.  
<sup>6</sup> Steyr/AT plant.  
<sup>7</sup> Rosslyn/ZA plant, Financial Services, sales centres.  
<sup>8</sup> Rayong/TH plant.

Occupational accidents are currently captured in Germany as well as in the regions in which the BMW Group has its plants. At the end of 2015, we began to create the conditions for calculation of Group-wide accident frequency rates into which all companies will gradually be integrated.

GRI G4-LA6

### Share of performance-related compensation in BMW AG salaries, by employee category<sup>1</sup> T 4.19

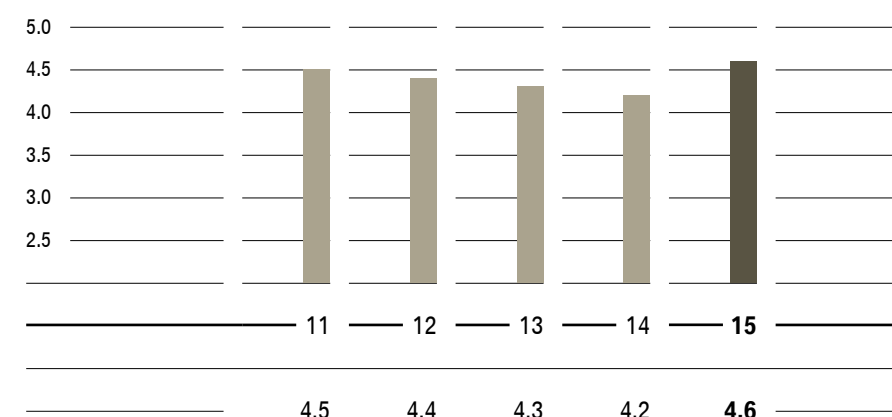
in % of salary group

|                   | 13    | 14    | 15    |
|-------------------|-------|-------|-------|
| Upper management  | 53–69 | 53–72 | 52–71 |
| Middle management | 37–40 | 37–41 | 37–41 |
| Lower management  | 10    | 10    | 9     |

Performance-based remuneration comprises a personal bonus and a corporate earnings-related bonus. The amount of the personal bonus depends on personal performance as well as achievement of the individual's targets. The amount of the corporate bonus depends on the company's performance. The variable part of remuneration increases as more responsibility is taken within the company.

### Sickness rate at BMW AG T 4.18

in %

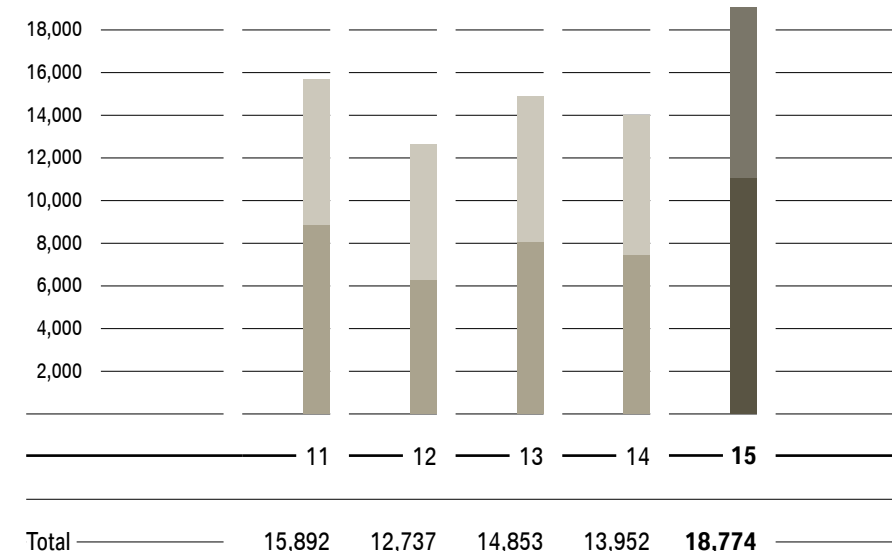


The sickness rate at BMW AG (4.6%) is 0.4% higher than in the previous year. The main reason for this is a significantly higher number of employees suffering from influenza at the beginning of the year – this was also indicated by the influenza index of the Robert Koch Institute.

GRI G4-LA6

### Total days of work missed at BMW AG<sup>1</sup> T 4.20

Number



■ Due to a notifiable work accident. ■ Due to a notifiable accident on the way to or from work.

<sup>1</sup> Figures for BMW AG, including dealerships. Days of absence from work due to occupational accidents and/or accidents on the way to or from work with at least one day of absence from work.

The number of occupational accidents with days absent from work dropped by 9.6% in 2015 compared to the previous year.

GRI G4-LA6

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

#### Strategy

#### Products and services

#### Production and value creation

#### Employees and society

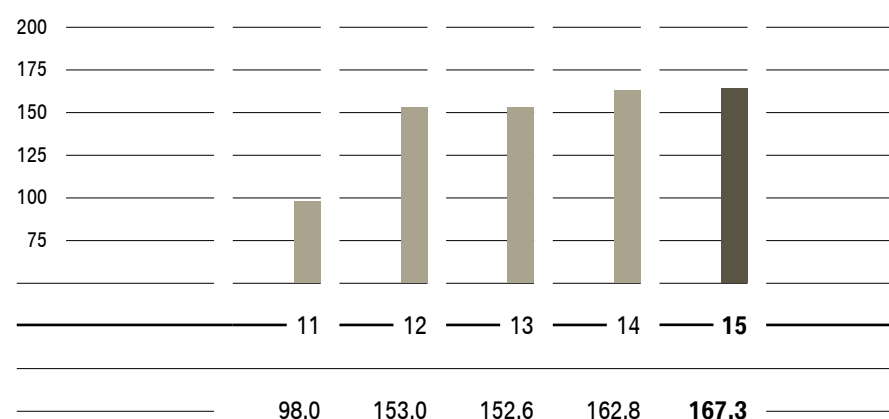
#### Fundamentals

### GRI G4 Content Index

### Appendix

### Profit-sharing scheme at BMW AG by year of payment<sup>1</sup> T 4.21

in % of monthly salary/in % of personal base value

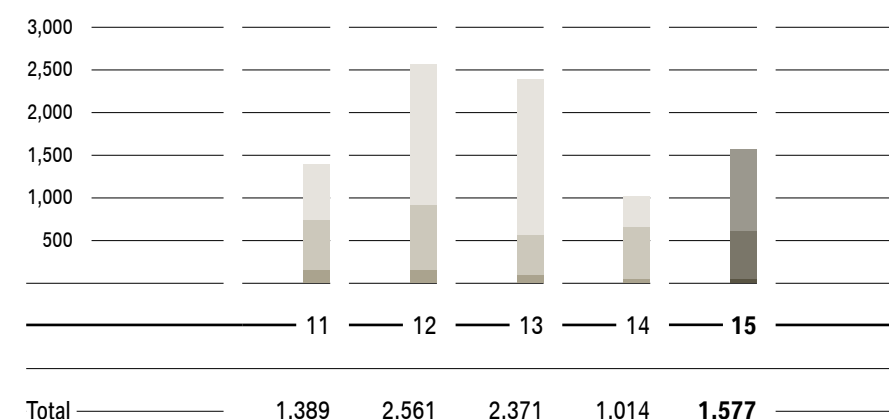


<sup>1</sup> New employees receive full bonuses after four years of employment.

Since the 2010 financial year (payout in 2011), bonuses at BMW AG have been determined according to a uniform system across all hierarchical levels. Starting in the 2011 financial year (payout in 2012) this system was also introduced for employees worldwide as a standardised corporate success component in nearly all BMW Group companies. The consistency of this component is thus ensured both hierarchically (from production worker to board member) and geographically (worldwide). This portion of the bonus depends on the earnings performance of the BMW Group and is calculated according to these three parameters: group earnings after tax, after-tax return on sales, and dividends. Including the post-tax return on sales in the calculation of bonuses (also for the Board of Management and the upper executives) in particular ensures an orientation towards the profitable, and hence sustainable, growth of the BMW Group.

### Total number of employees leaving BMW AG, by reason for leaving<sup>1</sup> T 4.22

Number



■ Number dismissed by employer.  
■ Voluntarily left company (termination or suspension of employment contract by employee).  
■ Pension, death, pre-retirement part-time working arrangements.

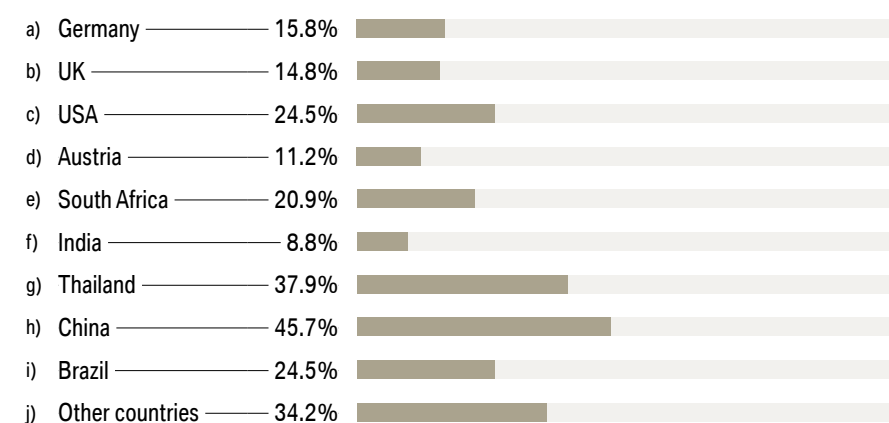
<sup>1</sup> Figures refer to employees with permanent contracts.

The sharp rise in the number of people leaving the company for age-related reasons (retirement, pre-retirement part-time working arrangements) compared to 2014 led to an increase in the overall figure. The share of women in the total number of people leaving the company (1,577) was 14.0% in 2015. The share of women among newly recruited employees was 22.4%.

GRI G4-LA1

### Share of women in the workforce per country with production site(s) in 2015 T 4.23

in %



The share of women in the workforce varies strongly in the different functional areas: the share of women in production-related activities is less than 10%, while it is over 20% in sales-related activities. The employee share and share of women is therefore lower in production-intensive countries.

GRI G4-LA12

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

Strategy

Products and services

Production and value creation

Employees and society

Fundamentals

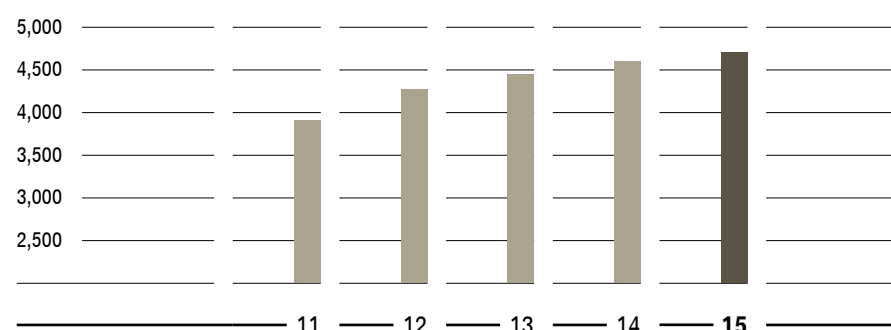
### GRI G4 Content Index

### Appendix

### BMW Group apprentices as at 31 December

T 4.24

Number



Total 3,899 4,266 4,445 4,595 4,700

In 2015, the BMW Group expanded its international training activities by opening new training centres in Brazil, Mexico and Thailand. The number of people starting their careers at the company's German training centres remained constant, at 1,200. Overall, more than 1,500 trainees signed contracts with the BMW Group in 2015. On the reporting date, 4,700 young people had vocational training contracts or were employed in young talent promotion programmes (2014: 4,595).

### Average training hours at the BMW AG Academy, by employee category<sup>1</sup>

T 4.26

Number of employees

13 14 15

Non-tariff employees 31.2 30.5 26.6

"Meister" (master craftsmen) 40.7 35.0 36.8

Tariff<sup>2</sup> 17.0 17.5 18.2

Days of further training for managers in the BMW Group

Number 18,843 18,920 18,775

<sup>1</sup> (w/o "Meister") + vocational trainees + other.

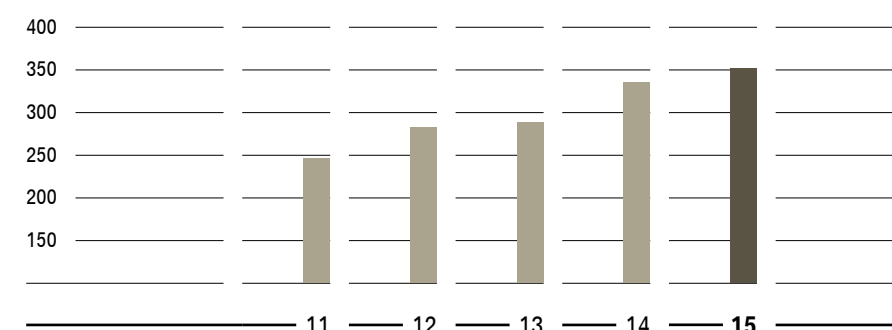
The training academy founded in 2009 coordinates vocational training at Munich/DE as well as training and further education for all company locations in Germany and the UK under one roof. This facilitates the coordination of training courses and generates synergies through the use of shared resources. In 2015, the BMW Group's training offensive provided similar results to the previous year. Both the average amount of time spent on training as well as expenditure were at a similar level to the previous year. This trend can be observed throughout the entire company. In addition to classical training courses and e-learning, brand-new education programmes were launched, such as bachelor's and master's degrees in cooperation with universities. The BMW Group invests continuously in training its managers worldwide.

GRI G4-LA9

### Investment in further education and training at the BMW Group<sup>1</sup>

T 4.25

in € million



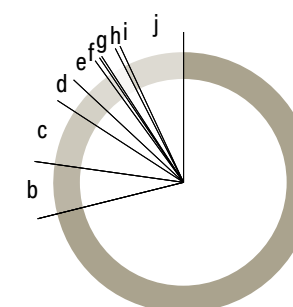
<sup>1</sup> BMW Group investments are dependent on current further education and training requirements, which may lead to year-on-year fluctuations.

The BMW Group sees targeted employee training as an investment in the future. For this purpose, investment in education and further training was increased by 5% in 2015. Building up and maintaining skills expertise within the Group's workforce are key aspects of strategic corporate governance.

### Share of employees per country with production site(s) in 2015

T 4.27

in %



a) Germany 71.2 f) India 0.6  
b) UK 6.2 g) Thailand 0.3  
c) USA 6.9 h) China 1.5  
d) Austria 2.9 i) Brazil 0.7  
e) South Africa 3.0 j) Other countries 6.7

Nearly three-quarters of employees at the BMW Group work in Germany, followed by the USA with 6.9% and the UK with 6.2%.

GRI G4-10



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

#### Strategy

#### Products and services

#### Production and value creation

#### Employees and society

#### Fundamentals

### GRI G4 Content Index

### Appendix

### Share of local employees in management positions at major company locations<sup>1</sup>

T 4.28

in %

|  | 11    | 12    | 13    | 14    | 15    |
|--|-------|-------|-------|-------|-------|
| Munich plant, DE                         | 99.2  | 98.8  | 98.8  | 98.9  | 99.0  |
| Dingolfing plant, DE                     | 99.7  | 99.7  | 99.7  | 99.7  | 99.7  |
| Berlin plant, DE                         | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Landshut plant, DE                       | 100.0 | 100.0 | 99.2  | 100.0 | 100.0 |
| Leipzig plant, DE                        | 100.0 | 100.0 | 98.2  | 99.2  | 99.2  |
| Regensburg plant, DE                     | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| UK                                       | 92.5  | 92.5  | 89.3  | 85.2  | 85.2  |
| USA                                      | 90.9  | 91.2  | 89.0  | 86.8  | 86.1  |
| Austria                                  | 88.8  | 83.0  | 84.7  | 86.2  | 75.1  |
| South Africa                             | 91.5  | 89.2  | 89.0  | 89.9  | 85.4  |
| China <sup>2</sup> (incl. joint venture) | 43.3  | 28.4  | 63.0  | 50.6  | 65.2  |
| India                                    | 56.0  | 54.8  | 59.5  | 61.8  | 71.1  |
| Thailand                                 | 70.4  | 68.0  | 75.0  | 61.3  | 72.4  |

<sup>1</sup> "Local" refers to managers with local contracts. Persons deployed to work at the location who do not have a local employment contract are not included. Such persons are reflected in the difference from 100% in each case.

<sup>2</sup> Including employees of the joint venture BMW Brilliance Automotive, which is not consolidated in the BMW Group.

GRI G4-LA12

### Share of employees represented by a trade union or falling under collective agreements

T 4.29

in %

|                                      | 11  | 12  | 13  | 14  | 15  |
|--------------------------------------|-----|-----|-----|-----|-----|
| Germany <sup>2</sup>                 | 100 | 100 | 100 | 100 | 100 |
| UK <sup>1</sup>                      | 94  | 86  | 86  | 86  | 86  |
| China (plant)                        | 100 | 100 | 100 | 100 | 100 |
| Austria <sup>2</sup>                 | 100 | 100 | 100 | 100 | 100 |
| South Africa                         | 51  | 61  | 61  | 60  | 59  |
| USA (no collective agreements exist) | 0   | 0   | 0   | 0   | 0   |

<sup>1</sup> From 2012 onwards, all employees in corporate functions as well as the employees at the Goodwood/UK plant were included in this figure.

<sup>2</sup> Excluding executives.

At the BMW Group, institutionalised co-determination is implemented Group-wide according to the applicable national regulations. At all BMW AG plants and dealerships as well as in Austria and the UK, elected works councils observe co-determination for the employees. In China and South Africa, employees are represented by local workers' representatives, while at the company locations in the USA no collective agreements exist in general.

GRI G4-11

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

#### Strategy

#### Products and services

#### Production and value creation

#### Employees and society

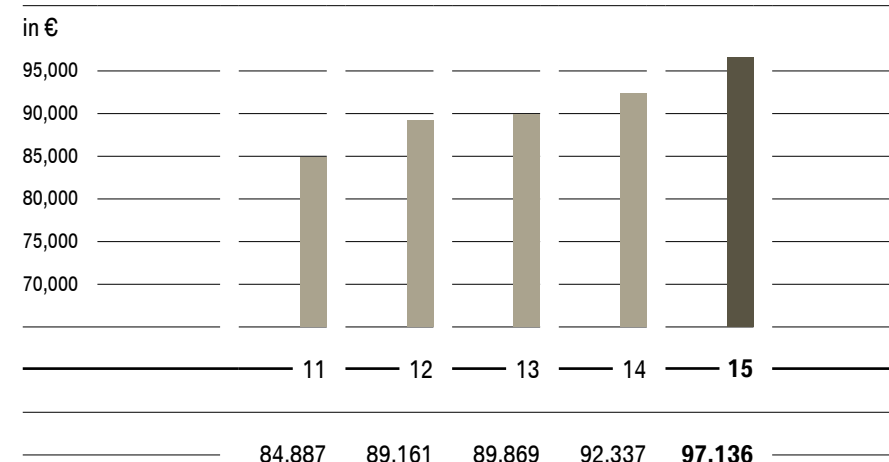
#### Fundamentals

#### GRI G4 Content Index

#### Appendix

## Further key indicators: Fundamentals

### BMW Group personnel costs per employee<sup>1</sup> T 5.04

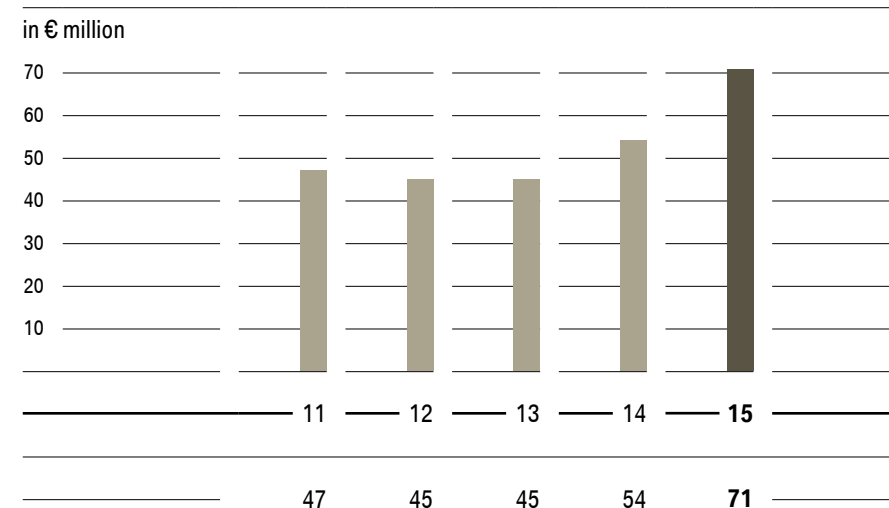


<sup>1</sup> Figures exclude suspended employment contracts, employees in non-work phases of pre-retirement part-time arrangements, trainees, students and low income earners.

Maintaining a competitive level of expenditure on personnel plays a major role in the success of the BMW Group. In addition to focusing on cost, the aim is also to increase efficiency at all levels of the business. The high degree of motivation amongst employees and the positive approach taken by the company towards the workforce are underscored by rewards that are determined individually on the basis of performance and success.

GRI G4-EC1

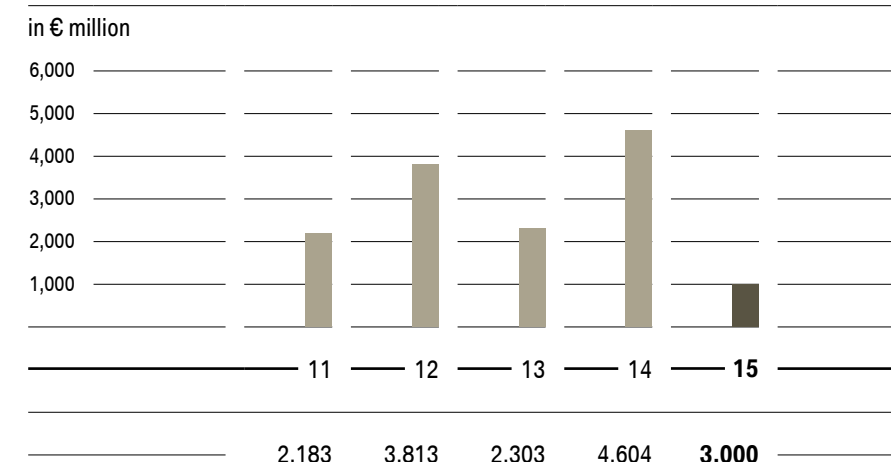
### Public sector grants: public subsidies in the form of reduced taxes on assets and consumption-based taxes T 5.06



As in the previous years, public sector grants consisted of two parts in 2015. First, production costs were reduced due to public subsidies in the form of reduced taxes on assets and consumption-based taxes amounting to €71 million (2014: €54 million). Second, other operating income at the BMW Group also includes allowances from public institutions of €132 million (2014: €73 million).

GRI G4-EC4

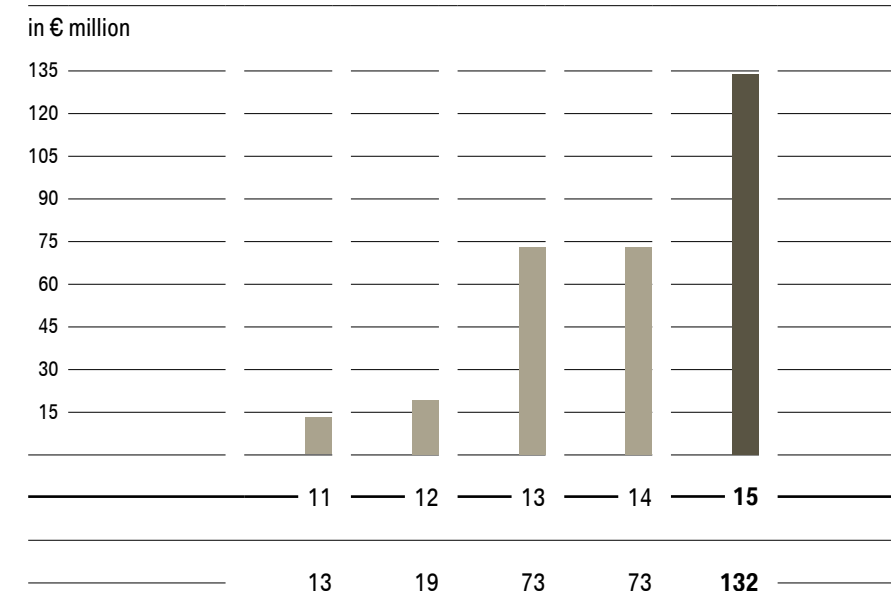
### Pension provisions T 5.05



The bulk of the agreed pension benefits are covered in full by fund-based pension systems as well as accounting provisions. Fund assets amounted to €16,930 million in 2015 (2014: €15,861 million). Pension provisions decreased to €3,000 million (2014: €4,604 million). The main reason for this was lower projected benefit obligations of the pensions entitlements combined with a simultaneous rise in the market value of the fund assets. From a legal perspective, the BMW Group's fund assets are managed in trusts, separately from its corporate assets.

GRI G4-EC1, GRI G4-EC3

### Public sector grants: allowances from public institutions T 5.07



GRI G4-EC4

# GRI G4 CONTENT INDEX

|  |
|--|
| Introduction   |
| 1 STRATEGY   |
| 2 PRODUCTS<br>AND SERVICES                                     |
| 3 PRODUCTION AND<br>VALUE CREATION                             |
| 4 EMPLOYEES<br>AND SOCIETY                                     |
| 5 FUNDAMENTALS   |
| Further key indicators   |
| <b>GRI G4 Content Index</b>                                    |
| General standard disclosure                                    |
| Specific standard disclosure                                   |
| Identified material aspects and<br>boundaries of the BMW Group |
| Appendix   |

Introduction

1 STRATEGY

2 PRODUCTS  
AND SERVICES

3 PRODUCTION AND  
VALUE CREATION

4 EMPLOYEES  
AND SOCIETY

5 FUNDAMENTALS

Further key indicators

GRI G4 Content Index

General standard disclosure

Specific standard disclosure

Identified material aspects and  
boundaries of the BMW Group

Appendix

# GRI G4 Content Index

## GENERAL STANDARD DISCLOSURE

| Code                          | Topics and page references  | Omissions and comments | External verification |
|-------------------------------|---|------------------------|-----------------------|
| <b>STRATEGY AND ANALYSIS</b>  |   |                        |                       |
| <b>G4-1</b>                   | Statement from the most senior decision-maker<br>pages 3–4  |                        | ✓                     |
| <b>G4-2</b>                   | <b>Key impacts, risks, and opportunities concerning sustainability</b><br>Impacts, risks and opportunities regarding<br>Products and services, page 19<br>Production and value chain, page 36<br>Employees and society, page 59<br>Fundamentals, page 81<br>Business case for sustainability, pages 15–16 |                        | ✓                     |
| <b>ORGANISATIONAL PROFILE</b> |   |                        |                       |
| <b>G4-3</b>                   | <b>Name of the organisation</b><br>page 154   |                        | ✓                     |
| <b>G4-4</b>                   | <b>Primary brands, products and services</b><br>page 7  |                        | ✓                     |
| <b>G4-5</b>                   | <b>Location of the organisation's headquarters</b><br>page 154  |                        | ✓                     |
| <b>G4-6</b>                   | <b>Countries with significant operations</b><br>> BMW Group Annual Report 2015<br>BMW Group sales of vehicles by region<br>and market, page 29<br>Vehicle production of BMW Group<br>by plant, page 32<br>Sales subsidiaries, pages 200–201   |                        | ✓*                    |



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code         | Topics and page references  | Omissions and comments  | External verification |
|--------------|---|---|-----------------------|
| <b>G4-7</b>  | <b>Nature of ownership and legal form</b><br><b>&gt; BMW Group Annual Report 2015</b><br>Business model, page 18<br>Disclosures relevant for takeovers and explanatory comments, page 83<br>Consolidated financial statements, pages 90–167 |   | ✓*                    |
| <b>G4-8</b>  | <b>Markets served</b><br><b>&gt; BMW Group Annual Report 2015</b><br>BMW Group vehicle sales by region and market, page 29<br>Vehicle production of BMW Group by plant, page 32<br>Sales subsidiaries, pages 200–201                        |   | ✓*                    |
| <b>G4-9</b>  | <b>Scale of the organization</b><br>page 5, page 84   |   | ✓                     |
| <b>G4-10</b> | <b>Employees by employment type, gender and region</b><br>page 66, page 68<br>Further key indicators, page 108, page 111  | <p>The number of employees in the BMW Group had increased worldwide by the end of 2015 to a total of 122,244 (2014: 116,324 employees / +5.1%). The ratio of tariff-bound production employees in the BMW Group was 36.3%. The ratio of women in the overall workforce continues to increase. The share of women at BMW AG, for example, rose from 14.8 to 15.3% and in the BMW Group from 17.8 to 18.1%.</p> <p>The number of non-managerial staff is subject to very strong short-term fluctuations particularly in the summer during the main holiday period of the core workforce. Statements about the number of non-managerial staff as well as their composition by gender are therefore valid only for a very short time. Freelance staff are not relevant for most of the work in the BMW Group.</p> <p>(UNGC 6)<sup>1</sup></p> | ✓                     |

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

#### Further key indicators

## GRI G4 Content Index

### General standard disclosure

#### Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code         | Topics and page references  | Omissions and comments   | External verification |
|--------------|---|--|-----------------------|
| <b>G4-11</b> | <b>Ratio of employees under collective agreements</b><br>Further key indicators, page 112 | <p>The BMW Group complies with conventions 87 and 98 of the ILO (International Labour Organization), which guarantee workers freedom of association and the right to collective bargaining. This also includes the right to establish and to join independent trade unions and other advocacy organisations as well as protection against discrimination on the grounds of membership in an employee representative body. Freedom of association is thus one of the principles set down in the <b>&gt; Joint Declaration on Human Rights and Working Conditions at the BMW Group</b>.</p> <p>The timely and comprehensive involvement of employee representatives is ensured in the BMW Group by the Supervisory Board of BMW AG with equal representation of all parties as well as by works councils and local employee representatives.</p> <p>(UNGC 3)<sup>1</sup></p> | ✓                     |
| <b>G4-12</b> | <b>Description of the supply chain</b><br>page 6, page 53                                 |  | ✓                     |
| <b>G4-13</b> | <b>Significant changes during the reporting period</b><br>page 150                        |  | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code         | Topics and page references  | Omissions and comments  | External verification |
|--------------|---|---|-----------------------|
| <b>G4-14</b> | <b>Implementation of the precautionary principle</b><br>Observing the precautionary principle through our comprehensive and integrated strategy, pages 8–17<br><br>Observing the precautionary principle through a comprehensive understanding of product responsibility, pages 18–34<br><br>Environmental protection within the organization and Clean Production approach, pages 35–50<br><br>Precautions through supplier selection and management, pages 51–57<br><br>Safeguarding employees through a healthy work environment, pages 61–64<br><br>Fostering understanding between different nations, religions and ethnic groups, pages 75–79<br><br><b>&gt; BMW Group Annual Report 2015</b><br>Prevention through comprehensive compliance, pages 184–187<br>Risk management, pages 68–80 | (UNGC 7) <sup>1</sup>   | ✓                     |
| <b>G4-15</b> | <b>External initiatives that the organisation endorses</b><br>page 87   |   | ✓                     |
| <b>G4-16</b> | <b>Significant memberships in industry and business associations</b>  | Memberships in national associations: the German Association of the Automotive Industry (VDA), the Bavarian Employers' Associations for the Metalworking and Electrical Industries (bayme vbm), the Federation of German Industries (BDI), the Confederation of German Employers' Associations (BDA), international industry associations: European Automobile Manufacturers' Association (ACEA), Alliance of Automobile Manufacturers (Auto Alliance). | ✓                     |

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

### Further key indicators

## GRI G4 Content Index

### General standard disclosure

Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

### Appendix

| Code  | Topics and page references  | Omissions and comments  | External verification |
|---|---|---|-----------------------|
| <b>IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES</b> |   |   |                       |
| <b>G4-17</b>                                      | <b>Entities included in the consolidated financial statements</b><br>page 149 |   | ✓                     |
| <b>G4-18</b>                                      | <b>Process for defining the report content</b><br>page 11                     |   | ✓                     |
| <b>G4-19</b>                                      | <b>Material aspects identified</b><br>pages 11, page 147–148                  |   | ✓                     |
| <b>G4-20</b>                                      | <b>Aspect boundaries within the organization</b><br>pages 147–148             |   | ✓                     |
| <b>G4-21</b>                                      | <b>Aspect boundaries outside the organization</b><br>pages 147–148            |   | ✓                     |
| <b>G4-22</b>                                      | <b>Restatements of information provided in previous reports</b>               | Where necessary and possible, restatements are explained in footnotes to the respective graphics. | ✓                     |
| <b>G4-23</b>                                      | <b>Significant changes in the scope and aspect boundaries</b><br>page 150     |   | ✓                     |
| <b>STAKEHOLDER ENGAGEMENT</b>                     |   |   |                       |
| <b>G4-24</b>                                      | <b>Stakeholder groups engaged</b><br>page 90                                  |   | ✓                     |
| <b>G4-25</b>                                      | <b>Identification and selection of stakeholders</b><br>page 89                |   | ✓                     |



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code                  | Topics and page references  | Omissions and comments   | External verification |
|-----------------------|---|--|-----------------------|
| <b>G4-26</b>          | <b>Approach to stakeholder engagement and frequency</b><br>page 11, page 90                           | Continuous worldwide in all locations and markets with a variety of different stakeholder groups. Specific stakeholder dialogues are listed as part of the definition of the report content. | ✓                     |
| <b>G4-27</b>          | <b>Key topics and concerns raised through stakeholder engagement and response</b><br>page 11, page 91 | The Materiality Matrix is illustrated in Chapter 1. The topics therein and their relevance were determined in a stakeholder survey.  | ✓                     |
| <b>REPORT PROFILE</b> |   |  |                       |
| <b>G4-28</b>          | <b>Reporting period</b><br>page 150   |  | ✓                     |
| <b>G4-29</b>          | <b>Date of most recent previous report</b><br>page 150  |  | ✓                     |
| <b>G4-30</b>          | <b>Reporting cycle</b><br>page 150  |  | ✓                     |
| <b>G4-31</b>          | <b>Contact point for questions regarding the report</b><br>page 155                                   |  | ✓                     |
| <b>G4-32</b>          | <b>“In accordance” option with GRI and context index chosen</b><br>pages 114–148, page 150            |  | ✓                     |
| <b>G4-33</b>          | <b>External verification of the report</b><br>page 151  |  | ✓                     |

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code              | Topics and page references   | Omissions and comments   | External verification |
|-------------------|--|--|-----------------------|
| <b>GOVERNANCE</b> |  |  |                       |
| <b>G4-34</b>      | <b>Governance structure, including committees of the highest governance body</b><br>page 93<br><b>&gt; BMW Group Annual Report 2015</b><br>Overview of Supervisory Board Committees, page 179  | The BMW Group governance principles are set down in the <b>&gt; Corporate Governance Code</b> dargelegt. | ✓*                    |
| <b>G4-35</b>      | <b>Process for delegating authority for economic, environmental and social topics</b><br>page 94   | The Supervisory Board does not delegate any authority.   | ✓                     |
| <b>G4-36</b>      | <b>Executive-level position with responsibility for economic, environmental and social topics</b><br>page 94   |  | ✓                     |
| <b>G4-37</b>      | <b>Processes for consultation between stakeholders and the highest governance body</b><br><b>&gt; BMW Group Annual Report 2015</b><br>Statement on Corporate Governance:<br>Employee representatives (company employees) on the Supervisory Board, page 168<br>Employee representatives (union representatives) on the Supervisory Board, page 168<br>Annual General Meeting, page 168 |  | ✓*                    |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code         | Topics and page references   | Omissions and comments | External verification |
|--------------|--|------------------------|-----------------------|
| <b>G4-38</b> | <b>Composition of the highest governance body and its committees</b><br>Diversity, page 72<br><br><b>&gt; BMW Group Company Profile</b><br>Term<br>Stakeholder representation<br><br><b>&gt; BMW Group Annual Report 2015</b><br>Management:<br>Members of the Board of Management/<br>Members of the Supervisory Board, page 170<br>Composition and Work Procedures of the Supervisory Board of BMW AG and its Committees, page 176<br><br>Independence:<br>Composition objectives of the Supervisory Board, pages 171–173<br><br>Mandates:<br>Members of the Board of Management /<br>Members of the Supervisory Board, pages 170–173<br><br>Gender:<br>Members of the Executive Board /<br>Members of the Supervisory Board, page 170<br><br>Social groups:<br>Composition objectives of the Supervisory Board, pages 180–181<br><br>Stakeholder representation:<br>Members of Supervisory Board, page 170<br><br>Competencies:<br>Composition objectives of the Supervisory Board, pages 180–181 |                        | √*                    |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

### Specific standard disclosure

### Identified material aspects and boundaries of the BMW Group

## Appendix

| Code         | Topics and page references   | Omissions and comments   | External verification |
|--------------|--|--|-----------------------|
| <b>G4-39</b> | <b>Independence of the Chair of the highest governance body</b><br>page 93<br><b>&gt; BMW Group Annual Report 2015</b><br>page 176   | The Chairman of the Supervisory Board has no executive function.   | ✓*                    |
| <b>G4-40</b> | <b>Nomination and selection process for the highest governance body</b><br><b>&gt; BMW Group Annual Report 2015</b><br>Composition and Work Procedures of the Board of Management of BMW AG and its Committees, pages 174–17<br>Composition and Work Procedures of the Supervisory Board of BMW AG and its Committees, pages 176–179 |  | ✓*                    |
| <b>G4-41</b> | <b>Process for avoiding conflicts of interest</b><br><b>&gt; BMW Group Legal Compliance Code</b><br><b>&gt; BMW Group Annual Report 2015</b><br>Shareholdings of members of the Board of Management and Supervisory Board, page 161  | There are already upper limits for mandates as well as a legal prohibition on certain ties pursuant to § 100 of the German Stock Corporation Act (AktG). Mandates in Supervisory Board committees and comparable governance bodies of commercial enterprises are published in the Annual Report.<br><br>The Board of Management and Supervisory Board have pledged to observe the provisions for conflicts of interest in section 5.5 of the German Corporate Governance Code, in particular to disclose conflicts of interest and report on how they are dealt with.<br><br>Business done with related parties or entities is reported in the financial reports in accordance with the IAS 24 standard (Related Party Disclosures). A quarterly survey of the members of the Board of Management and Supervisory Board is conducted for this purpose. | ✓*                    |
| <b>G4-42</b> | <b>Highest governance body's role concerning strategy and goals</b><br>page 94   |  | ✓                     |



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

### Specific standard disclosure

### Identified material aspects and boundaries of the BMW Group

## Appendix

| Code  | Topics and page references  | Omissions and comments   | External verification |
|-------|---|--|-----------------------|
| G4-43 | <b>Measures taken concerning the highest governance body's knowledge in sustainability issues</b><br>pages 92–94  |  | ✓                     |
| G4-44 | <b>Evaluation of the highest governance body's performance concerning sustainability</b><br>page 94   |  | ✓                     |
| G4-45 | <b>Highest governance body's role concerning risks and opportunities</b><br>> BMW Group Annual Report 2015<br>Risk management system, pages 68–69   | The Board of Management informs the Supervisory Board by way of the Audit Committee on risk management and the risk situation. | ✓*                    |
| G4-46 | <b>Highest governance body's role concerning effectiveness of risk management</b><br>> BMW Group Annual Report 2015<br>Report of the Supervisory Board, pages 7–13<br>Risk management system, pages 68–69 |  | ✓*                    |
| G4-47 | <b>Frequency of the highest governance body's review of sustainability impacts, risks and opportunities</b><br>page 93<br>> BMW Group Annual Report 2015<br>Risk management system, pages 68–69           |  | ✓*                    |
| G4-48 | <b>Highest committee that formally reviews and approves the Sustainability Report</b><br>page 151   |  | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

### Specific standard disclosure

### Identified material aspects and boundaries of the BMW Group

## Appendix

| Code         | Topics and page references  | Omissions and comments   | External verification |
|--------------|---|--|-----------------------|
| <b>G4-49</b> | <b>Process for communicating critical concerns to the highest governance body</b><br><b>&gt; BMW Group Annual Report 2015</b><br>Compliance in the BMW Group, pages 184–187   | The chair of the BMW Group Compliance Committee and the heads of Group Reporting, Corporate Audit and Group Controlling report directly to the Audit Committee of the Supervisory Board on a regular basis. Shareholders have the opportunity to voice their concerns to the BMW Group at the Annual General Meeting. Employees can use their Compliance Contact or the BMW SpeakUp line for this purpose.<br>Our regular stakeholder dialogues ensure that we proactively address the concerns of our various stakeholder groups. | ✓*                    |
| <b>G4-50</b> | <b>Critical concerns that were communicated to the highest governance body</b>  | This information is confidential and is not communicated externally by the BMW Group.  |                       |
| <b>G4-51</b> | <b>Remuneration policies for the highest governance body and senior executives</b><br>page 94<br><b>&gt; BMW Group Annual Report 2015</b><br>Compensation Report, pages 188–195   |  | ✓*                    |
| <b>G4-52</b> | <b>Process for determining remuneration</b><br><b>&gt; BMW Group Annual Report 2015</b><br>Compensation Report, pages 188–195<br>Overview of compensation system and compensation components, page 190<br>External compensation consultant: Report of the Supervisory Board, pages 6–13   |  | ✓*                    |
| <b>G4-53</b> | <b>Stakeholders' views regarding remuneration</b><br><b>&gt; BMW Group Annual Report 2015</b><br>Employee representatives on the Supervisory Board, pages 171–173<br>Information on the Company's Governing Constitution, page 168<br>Supervisory Board compensation, responsibilities, regulation pursuant to Articles of Incorporation, pages 194–195 |  | ✓*                    |

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

#### Further key indicators

## GRI G4 Content Index

### General standard disclosure

Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

### Appendix

| Code         | Topics and page references  | Omissions and comments   | External verification |
|--------------|---|--|-----------------------|
| <b>G4-54</b> | <b>Ratio of the highest annual total compensation to the median annual total compensation</b> | <p>The BMW Group policies for remuneration and additional benefits apply for all of our companies, in connection with the guiding principle that the total remuneration package must be above the average for the respective labour market across all hierarchy levels.</p> <p>We conduct annual compensation studies worldwide to determine our current market positioning so that we can continue to align overall compensation with the market. This approach and our basic philosophy apply to each and every employee and all companies of the BMW Group. This ensures that every employee receives compensation commensurate with the relevant labour market.</p> <p>The ratio of the annual compensation of the highest-paid employee to the median level of all employees is also in keeping with the market thanks to our globally applied approach; it can however vary greatly depending on the market spread between countries. For this reason, no definitive statement can be made. The percentage increase in annual compensation is decided based on various factors such as the inflation rate and in principle follows the market trend.</p> | ✓                     |
| <b>G4-55</b> | <b>Ratio of percentage increase in the highest annual total compensation</b>                  | Cf. G4-54  | ✓                     |

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

### General standard disclosure

Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code                        | Topics and page references   | Omissions and comments | External verification |
|-----------------------------|--|------------------------|-----------------------|
| <b>ETHICS AND INTEGRITY</b> |  |                        |                       |
| <b>G4-56</b>                | <b>Values, principles, standards and norms of behaviour</b><br>International conventions and guidelines: page 87<br>> Core principles of the BMW Group<br>> BMW Group Legal Compliance Code<br>> BMW Group values-oriented human resources policies<br>> Joint Declaration on Human Rights and Working Conditions at the BMW Group<br>> BMW Group environmental guidelines<br>> BMW Group sustainability standard for the supplier network | (UNGC 10) <sup>1</sup> | ✓                     |
| <b>G4-57</b>                | <b>Mechanisms for seeking advice on ethical and lawful behaviour</b><br>> BMW Group Annual Report 2015<br>Compliance in the BMW Group, pages 184–187   | (UNGC 10) <sup>1</sup> | ✓*                    |
| <b>G4-58</b>                | <b>Mechanisms for reporting concerns about unethical and unlawful behaviour</b><br>> BMW Group Annual Report 2015<br>Compliance in the BMW Group, pages 184–187  | (UNGC 10) <sup>1</sup> | ✓*                    |



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

## SPECIFIC STANDARD DISCLOSURE

| Code          | Topics and page references  | Omissions and comments               | External verification |
|---------------|---|--------------------------------------|-----------------------|
|               | <b>ECONOMIC PERFORMANCE</b><br>Management approach: pages 84–86   | (UNGC 7) <sup>1</sup>                | ✓                     |
| <b>G4-EC1</b> | <b>Direct economic value created and distributed</b><br>page 78, page 79, page 85, page 113   | Indicator is not reported by market. | ✓                     |
| <b>G4-EC2</b> | <b>Financial implications and other risks and opportunities due to climate change</b><br>page 15, pages 21–22, page 25, pages 27–28, pages 30–31                      |                                      | ✓                     |
| <b>G4-EC3</b> | <b>Coverage of benefit plan obligations</b><br>Further key indicators, page 113<br><b>&gt; BMW Group Annual Report 2015</b><br>Provisions for pensions, pages 134–142 |                                      | ✓*                    |
| <b>G4-EC4</b> | <b>Financial assistance received from government</b><br>Further key indicators, page 113  | Indicator is not reported by market. | ✓*                    |
|               | <b>INDIRECT ECONOMIC IMPACTS</b><br>Management approach: pages 75–79, pages 84–86   |                                      | ✓                     |
| <b>G4-EC7</b> | <b>Infrastructure investments and services provided</b><br>pages 52–53, pages 84–86   |                                      | ✓                     |
| <b>G4-EC8</b> | <b>Indirect economic impacts</b><br>pages 52–53, pages 84–86  |                                      | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code          | Topics and page references   | Omissions and comments  | External verification |
|---------------|--|---|-----------------------|
|               | <b>MATERIALS</b><br>Management approach:<br>page 17, page 40, page 57            | (UNGC 7, 8) <sup>1</sup>  | ✓                     |
| <b>G4-EN1</b> | <b>Materials used by weight or volume</b><br>Further key indicators, page 103    |   | ✓                     |
| <b>G4-EN2</b> | <b>Percentage of materials used that are recycled input materials</b><br>page 40 |   | ✓                     |
|               | <b>ENERGY</b><br>Management approach:<br>pages 22–25, pages 41–43, page 56       | (UNGC 7, 8, 9) <sup>1</sup>   | ✓                     |
| <b>G4-EN3</b> | <b>Energy consumption within the organization</b><br>page 100, page 103          |   | ✓                     |
| <b>G4-EN4</b> | <b>Energy consumption outside of the organization</b><br>page 43                 | Primary energy consumption in the utilisation phase is not reported as this is managed based on the CO <sub>2</sub> emissions per kilometre | ✓                     |
| <b>G4-EN5</b> | <b>Energy intensity</b><br>page 41   |   | ✓                     |
| <b>G4-EN6</b> | <b>Reduction of energy consumption</b><br>page 41                                |   | ✓                     |
| <b>G4-EN7</b> | <b>Reductions in energy requirements of products and services</b><br>page 22     |   | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code           | Topics and page references  | Omissions and comments   | External verification |
|----------------|---|--|-----------------------|
|                | <b>EMISSIONS</b><br>Management approach:<br>pages 18–34, pages 41–43, page 56                                 | (UNGC 7, 8, 9) <sup>1</sup>  | ✓                     |
| <b>G4-EN15</b> | <b>Direct greenhouse gas (GHG) emissions (Scope 1)</b><br>page 43, page 103                                   |  | ✓                     |
| <b>G4-EN16</b> | <b>Energyrelated indirect greenhouse gas (GHG) emissions (Scope 2)</b><br>page 43                             |  | ✓                     |
| <b>G4-EN17</b> | <b>Other indirect greenhouse gas (GHG) emissions (Scope 3)</b><br>pages 22–23, page 43, pages 105–106         |  | ✓                     |
| <b>G4-EN18</b> | <b>Intensity of greenhouse gas emissions</b><br>page 42   |  | ✓                     |
| <b>G4-EN19</b> | <b>Reduction of greenhouse gas (GHG) emissions</b><br>page 22, pages 42–43                                    |  | ✓                     |
| <b>G4-EN20</b> | <b>Emissions of ozone-depleting substances (ODS)</b>  | According to a BMW Group internal standard, substances with ozone-depleting potential as listed in the legal provisions are not allowed. The BMW standard “Prohibited and declarable substances” contains a ban on chlorofluorocarbons and thus substances that have a strong ozone-depleting potential. The BMW Group thus not only regulates emissions of these substances but prevents them from being used at all. | ✓                     |
| <b>G4-EN21</b> | <b>NO<sub>x</sub>, SO<sub>x</sub> and other significant air emissions</b><br>Further key indicators, page 103 |  | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code           | Topics and page references   | Omissions and comments   | External verification |
|----------------|--|--|-----------------------|
|                | <b>PRODUCTS AND SERVICES</b><br>Management approach: pages 17–34   | (UNGC 9) <sup>1</sup>  | ✓                     |
| <b>G4-EN27</b> | <b>Mitigation of environmental impacts of products and services</b><br>Complete life-cycle assessments: page 17<br>Efficient Dynamics: pages 22–23<br>Design for Recycling: page 40<br>Further key indicators, page 97 |  | ✓                     |
| <b>G4-EN28</b> | <b>Reclaimed products and packaging</b><br>page 40   | <p>Products: The BMW Group does not take back any products. Established systems for the recovery of end-of-life vehicles, components and materials ensure that they are reintegrated into the raw materials cycle.</p> <p>Packaging: Vehicles are delivered to the end customer without packaging. We use covered rail wagons or protective film for transporting vehicles to the dealership. All protective film is recycled after use. When parts are shipped to regional distribution centres, any packaging materials (packaging materials for transport and parts protection for separate parts) are professionally disposed of there.</p> <p>In the further supply chain from the regional distribution centres to the BMW Group dealerships, responsibility for disposal of packaging materials lies with the dealership. Customers who purchase spare parts or lifestyle articles can return the packaging material to the BMW Group dealership.</p> | ✓                     |



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code           | Topics and page references  | Omissions and comments  | External verification |
|----------------|---|---|-----------------------|
|                | <b>SUPPLIER ENVIRONMENTAL ASSESSMENT</b><br>Management approach: pages 51–57                        | (UNGC 1, 2) <sup>1</sup>  | ✓                     |
| <b>G4-EN32</b> | <b>Percentage of new suppliers who were reviewed according to environmental criteria</b><br>page 54 | In 2015, 86% of BMW AG's new suppliers for direct purchasing with a contract value of over euro 2 million as well as 91% of new suppliers for indirect purchasing with a contract value of over euro 5 million were audited on the basis of the OEM questionnaire.  | ✓                     |
| <b>G4-EN33</b> | <b>Significant environmental impacts in the supply chain</b><br>page 55                             | <p>In 2015, around 1,900 suppliers were reviewed in terms of actual and potential negative environmental impacts. At around 400 supplier operations, potential negative impacts were identified. Action plans and improvements were agreed with all of them based on the evaluation. Examples of reasons why suppliers could have possible negative environmental impacts were:</p> <ul style="list-style-type: none"> <li>– Lack of a sustainability policy for suppliers and their sub-suppliers</li> <li>– Lack of a policy for observing human rights</li> <li>– Lack of a compliance management system</li> <li>– Lack of work instructions for the correct handling of chemicals</li> <li>– Lack of a social management system</li> </ul> <p>None of the working relationships was terminated, because the risk management process already excludes suppliers with actual or potential sustainability deficits unless a concrete plan of action is agreed and implemented. We are not aware of any significant negative impact in our supplier network.</p> | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

General standard disclosure

### Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

### Appendix

| Code          | Topics and page references   | Omissions and comments  | External verification |
|---------------|--|---|-----------------------|
|               | <b>EMPLOYMENT</b><br>Management approach: pages 59, pages 66–70<br>> Joint Declaration on Human Rights and Working Conditions at the BMW Group |   | ✓                     |
| <b>G4-LA1</b> | <b>New employee hires and employee turnover</b><br>page 70<br>Further key indicators, page 110   | The turnover rate for BMW AG and hence for 70% of all employees is recorded centrally. The turnover rate at individual international locations is also recorded, but not consolidated at the BMW Group level.<br><br>This indicator is not fully reported because it is not possible with the current system to break down the absolute and percentage values for employee hires and resignations by region and gender. We plan to integrate this indicator in our data collection process by 2018. | ✓                     |
| <b>G4-LA2</b> | <b>Benefits provided to full-time employees</b><br>page 66   | Our principles apply to all employees. There is no distinction made between full-time employees and those with fixed-term contracts or part-time employees. For part-time employees, the principle of proportionate remuneration is applied, with some additional benefits even being granted on a full-time basis.   | ✓                     |
| <b>G4-LA3</b> | <b>Return to work after parental leave</b><br>page 68  | The current system records only the number of BMW AG employees (approximately 70% of the employees of the BMW Group) on parental leave. We plan to integrate detailed data for the entire BMW Group into our data collection process by 2018. Nearly 100% of the returnees stay in their jobs for longer than 12 months.  | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

### Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code   | Topics and page references   | Omissions and comments  | External verification |
|--------|--|---|-----------------------|
|        | <b>OCCUPATIONAL HEALTH AND SAFETY</b><br>Management approach: pages 59, pages 61–64<br>> Joint Declaration on Human Rights and Working Conditions at the BMW Group |   | ✓                     |
| G4-LA5 | <b>Percentage of total workforce represented in health and safety committees</b><br>page 63  | Special committees on occupational health and safety with representatives from both the employer and employee side are active at all BMW Group locations. They are structured in various ways, in some cases with union participation, and they adopt so-called company agreements that often go well beyond the statutory requirements. The ratio of workers represented in the occupational health and safety committees is well above 90%. | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code          | Topics and page references  | Omissions and comments  | External verification |
|---------------|---|---|-----------------------|
| <b>G4-LA6</b> | <b>Injuries, occupational diseases, lost days and work-related fatalities</b><br>page 63<br>Further key indicators, pages 108–109 | <p>Occupational diseases are defined differently in different regions, so that an aggregate statement for the BMW Group is not possible. Work-related diseases are recorded in the English-speaking countries. In Germany, this is not permitted for data privacy reasons. Instead, German figures for occupational diseases are based on the precise definition in the German Social Insurance Code. According to this definition, BMW AG has a rate of occupational diseases in the range of 0.1 per thousand (cases per employee), so that we do not monitor diseases per individual location of the BMW Group. Through a systematic analysis of all jobs in the BMW Group with the help of the IT tools ABATech, ZEUS and BAPA, both as a risk assessment and under ergonomic aspects, negative impacts on the health of our employees are identified and excluded using appropriate measures.</p> <p>Thanks to central planning based in Germany, the working conditions for handling hazardous substances and the ergonomic design of workplaces are identical in all BMW Group plants worldwide. In analogy, it can be assumed that the rate of occupational diseases abroad is the same as in Germany.</p> <p>With regard to working conditions (occupational safety), there are no gender-specific differences. Therefore, no gender-specific analysis is currently published and none is planned in the future. We follow the rules and regulations for accident statistics set forth in Book VII of the German Social Insurance Code.</p> <p>The BMW Group does not collect data from contractors active at our locations, as this information is subject to confidentiality clauses in our contracts. On-site contractors are instructed in occupational health and safety precautions before taking up their work.</p> | ✓                     |
| <b>G4-LA7</b> | <b>Workers with high incidence or risk of diseases</b><br>page 63   | Employees of the BMW Group are not subject to an increased risk.  | ✓                     |



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code   | Topics and page references  | Omissions and comments   | External verification |
|--|---|--|-----------------------|
| <b>G4-LA8</b>  | <b>Health and safety topics covered in formal agreements with trade unions</b><br>page 63 | Occupational health and safety are regulated by law through the German Occupational Safety and Health Act. There are no formal agreements with trade unions on occupational health and safety issues. In the BMW Group, occupational health and safety topics are regulated in cooperation with the works councils. For example, in the 2014 financial year, a new statutory requirement (ArbMedVV) led to a company agreement being adopted in collaboration with the works council stipulating the implementation of medical screenings for occupational fitness for jobs involving driving, technical control or monitoring activities. | ✓                     |
| <b>TRAINING AND EDUCATION</b><br>Management approach:<br>pages 59, page 65, pages 68–69<br>> Joint Declaration on Human Rights and Working Conditions at the BMW Group |   |  | ✓                     |
| <b>G4-LA9</b>  | <b>Average hours of training</b><br>pages 68–69<br>further key indicators, page 111       | <p>We report on the average days of training and education for employees of the BMW Group. However, our current system allows us to break down this training by employee category only for the BMW AG Academy (over 50% of training). There are no gender-specific differences in training volumes.</p> <p>Due to the current prioritisation of other topics, a suitable tool add-on for collecting this data can be defined at the earliest in 2018 and then implemented step by step throughout the BMW Group.</p>   | ✓                     |
| <b>G4-LA10</b>   | <b>Programmes that support the continued employability of employees</b><br>page 69        | Through our yearly skills analysis process, which also serves as the basis for planning Group-wide and individual training, we assist our employees in building and maintaining skills throughout their career. We also offer seminars helping employees prepare for retirement from active working life.  | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code    | Topics and page references  | Omissions and comments  | External verification |
|---------|---|---|-----------------------|
| G4-LA11 | <b>Percentage of employees receiving regular performance and career development reviews</b><br>page 68  | Every BMW Group employee receives a consistent and comprehensive individual performance and career development review at least once a year.   | ✓                     |
|         | <b>DIVERSITY AND EQUAL OPPORTUNITY</b><br>Management approach: pages 59, pages 71–74<br>> Joint Declaration on Human Rights and Working Conditions at the BMW Group | (UNGC 6) <sup>1</sup>   | ✓                     |
| G4-LA12 | <b>Composition of governance bodies and breakdown of employees by aspects of diversity</b><br>pages 72–74<br>Further key indicators, page 110, page 112             |   | ✓                     |
|         | <b>EQUAL REMUNERATION FOR WOMEN AND MEN</b><br>Management approach: pages 66–67<br>> Joint Declaration on Human Rights and Working Conditions at the BMW Group      | (UNGC 6) <sup>1</sup>   | ✓                     |
| G4-LA13 | <b>Ratio of basic salary and remuneration of women to men</b><br>page 67  | The BMW Group policies for remuneration and additional benefits apply for all of our companies, in connection with the guiding principle that the total remuneration package must be above the average for the respective labour market across all hierarchy levels. We conduct annual compensation studies worldwide to determine our current market positioning so that we can continue to align overall compensation with the market. This approach and our basic philosophy apply to each and every employee and all companies of the BMW Group. This ensures that every employee receives compensation commensurate with the relevant labour market. | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

## GRI G4 Content Index

General standard disclosure

### Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code           | Topics and page references   | Omissions and comments   | External verification |
|----------------|--|--|-----------------------|
|                | <b>SUPPLIER ASSESSMENT FOR LABOUR PRACTICES</b><br>Management approach: pages 51–57              | (UNGC 1, 2, 3, 4, 5, 6) <sup>1</sup>   | ✓                     |
| <b>G4-LA14</b> | <b>Percentage of new suppliers that were screened using labour practices criteria</b><br>page 54 | In 2015, 86% of BMW AG's new suppliers for direct purchasing with a contract value of over euro 2 million as well as 91% of new suppliers for indirect purchasing with a contract value of over euro 5 million were audited on the basis of the OEM questionnaire.   | ✓                     |
| <b>G4-LA15</b> | <b>Significant impacts for labour practices in the supply chain</b><br>page 55                   | <p>In 2015, around 1,900 suppliers were reviewed in terms of actual and potential negative impacts for labour practices. At around 400 supplier operations, potential negative impacts were identified. Action plans and improvements were agreed with all of them based on the evaluation.</p> <p>Examples of reasons why suppliers could have potential negative impacts were:</p> <ul style="list-style-type: none"> <li>– Lack of a sustainability policy for suppliers and their sub-suppliers</li> <li>– Lack of a policy for observing human rights</li> <li>– Lack of a compliance management system</li> <li>– Lack of work instructions for the correct handling of chemicals</li> <li>– Lack of a social management system</li> </ul> <p>None of the working relationships was terminated, because the risk management process already excludes suppliers with actual or potential sustainability deficits unless a concrete plan of action is agreed and implemented. We are not aware of any significant negative impact in our supplier network.</p> | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

General standard disclosure

### Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

### Appendix

| Code          | Topics and page references   | Omissions and comments   | External verification |
|---------------|--|--|-----------------------|
|               | <b>INVESTMENT</b><br>Management approach: pages 87–88  | (UNGC 1, 2, 3, 4, 5, 6) <sup>1</sup>   | ✓                     |
| <b>G4-HR1</b> | <b>Significant investment agreements and contracts that include human rights clauses</b><br>page 88  | Significant investment volumes are investments that account for at least 95% of the total investment in tangible assets reported in the 2015 Annual Report.  | ✓                     |
| <b>G4-HR2</b> | <b>Employee training on human rights issues</b><br>page 88   | After the adoption of the UN Guiding Principles on Business and Human Rights, we informed our employees via the hierarchy cascade of the BMW Group's position and the requirements with regard to human rights. Employees in purchasing in particular have since then been required to take part in ongoing compulsory training. In the reporting period, for example, we trained 247 purchasing employees on the OEM sustainability questionnaire, which includes human rights requirements. Human rights are also part of the training for managers in their capacity as multipliers as well as the Web-based training on sustainability. As human rights are an integral part of this training, the actual hours of training are not recorded at present. | ✓                     |
|               | <b>NON-DISCRIMINATION</b><br>Management approach: pages 71–74<br>> <b>Joint Declaration on Human Rights and Working Conditions at the BMW Group</b>  | (UNGC 1, 2, 3, 4, 5, 6) <sup>1</sup>   | ✓                     |
| <b>G4-HR3</b> | <b>Incidents of discrimination and corrective actions taken</b><br>page 72<br><br>> <b>BMW Group Annual Report 2015</b><br>Report of Supervisory Board, pages 7-13<br>Compliance in the BMW Group, pages 184-187 | The BMW Group is not currently involved in any court or arbitration proceedings that in the company's estimation might have a significant impact on its financial condition. Further information on cases of discrimination is subject to internal confidentiality regulations.  | ✓*                    |



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code           | Topics and page references  | Omissions and comments   | External verification |
|----------------|---|--|-----------------------|
|                | <b>ASSESSMENT</b><br>Management approach: pages 87–88                       | (UNGC 1, 2, 3, 4, 5, 6) <sup>1</sup>   | ✓                     |
| <b>G4-HR9</b>  | <b>Operations that have been subject to human rights reviews</b><br>page 87 | Following publication of the UN Guiding Principles on Business and Human Rights, we performed a systematic analysis of the rights cited in the Universal Declaration of Human Rights with regard to their relevance and implications for different business units. Based on the results, we reviewed our strategic alignment and used what we learned to continuously develop our due diligence process for the company and in relation to our business partners.<br><br>Human rights are moreover an integral part of the assessment process for new operation sites. | ✓                     |
|                | <b>SUPPLIER HUMAN RIGHTS ASSESSMENT</b><br>Management approach: pages 51-57 | (UNGC 1, 2, 3, 4, 5, 6) <sup>1</sup>   | ✓                     |
| <b>G4-HR10</b> | <b>Percentage of new suppliers that were screened</b><br>page 54            | In 2015, 86% of BMW AG's new suppliers for direct purchasing with a contract value of over euro 2 million as well as 91 % of new suppliers for indirect purchasing with a contract value of over euro 5 million were audited on the basis of the OEM questionnaire.  | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code           | Topics and page references   | Omissions and comments   | External verification |
|----------------|--|--|-----------------------|
| <b>G4-HR11</b> | <b>Significant human rights impacts in the supply chain</b><br>page 55   | <p>In 2015, around 1,900 suppliers were reviewed with regard to actual and potential negative human rights impacts. At around 400 supplier operations, potential negative impacts were identified. Action plans and improvements were agreed with all of them based on the evaluation. Examples of reasons why suppliers could have potential negative impacts were:</p> <ul style="list-style-type: none"> <li>– Lack of a sustainability policy for suppliers and their sub-suppliers</li> <li>– Lack of a policy for observing human rights</li> <li>– Lack of a compliance management system</li> <li>– Lack of work instructions for the correct handling of chemicals</li> <li>– Lack of a social management system</li> </ul> <p>None of the working relationships was terminated, because the risk management process already excludes suppliers with actual or potential sustainability deficits unless a concrete plan of action is agreed and implemented. We are not aware of any significant negative impact in our supplier network.</p> | ✓                     |
|                | <b>HUMAN RIGHTS GRIEVANCE MECHANISMS</b><br>Management approach: page 88   | (UNGC 1, 2, 3, 4, 5, 6) <sup>1</sup>   | ✓                     |
| <b>G4-HR12</b> | <b>Grievances about human rights impacts</b><br>page 88  |  | ✓                     |
|                | <b>ANTI-CORRUPTION</b><br>Management approach: page 87<br><br>> BMW Group Annual Report 2015 ,<br>Compliance in the BMW Group, pages 184–187 | <p>Anti-corruption is part of the BMW Group Compliance Management System.</p> <p>(UNGC 10)<sup>1</sup></p>   | ✓*                    |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

## GRI G4 Content Index

General standard disclosure

### Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

### Appendix

| Code   | Topics and page references   | Omissions and comments   | External verification |
|--------|--|--|-----------------------|
| G4-S03 | <p><b>Percentage of operations assessed for risks related to corruption and risks identified</b><br/>page 87</p> <p>&gt; BMW Group Annual Report 2015 ,<br/>Compliance in the BMW Group, pages 184–187</p> |  | ✓*                    |
| G4-S04 | <p><b>Communication and training on anti-corruption</b><br/>&gt; BMW Group Annual Report 2015<br/>Compliance in the BMW Group, page 185</p>  | <p>More than 31,500 managers and staff worldwide have received training in compliance and anti-corruption basics since the introduction of the BMW Group Compliance Management System. Participation in the training programme is mandatory for all BMW Group managers and is ensured through corresponding personnel processes. In this way, the BMW Group achieves full training coverage for its managers in compliance matters. In addition, compliance training is also available to all other employees throughout the BMW Group. Managers are responsible for selecting tariff-based employees for training and ensuring its implementation. Detailed information on the number of these participants in the BMW Group is not available due to labour law restrictions.</p>   | ✓*                    |
| G4-S05 | <p><b>Confirmed incidents of corruption and actions taken</b><br/>&gt; BMW Group Annual Report 2015<br/>Report of Supervisory Board,<br/>page 7–13<br/>Compliance in the BMW Group,<br/>pages 184–187</p>  | <p>Major violations of the BMW Group Legal Compliance Code or the BMW Group Policy “Corruption Prevention” (according to the anti-corruption directive) are reported in the BMW AG Annual Report in the compliance section, including their legal investigation.</p> <p>In 2015, no such legal violations or infringements against the rules came to light. Nor were any legal proceedings concerning corrupt practices concluded during the reporting period. Currently, the BMW Group does not dispose over Group-wide information about employment-contract sanctions as a result of breaches of the law. For this reason, this aspect of the indicator is not fully reported. We plan to incorporate this data in our data collection system by 2016 if possible.</p> <p>Detailed data on the total number of cases in which contracts with business partners were not renewed due to violations related to corruption are not currently available. We plan to incorporate this data as well into our data collection system, by 2018 if possible.</p> | ✓*                    |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code          | Topics and page references  | Omissions and comments   | External verification |
|---------------|---|--|-----------------------|
|               | <b>ANTI-COMPETITIVE BEHAVIOUR</b><br>Management approach: page 87   | Anti-competitive behaviour is part of the BMW Group Compliance Management System.<br>(UNGC 10) <sup>1</sup>  | ✓*                    |
| <b>G4-S07</b> | <b>Legal actions for anti-competitive behaviour, anti-trust and monopoly practices</b><br>> BMW Group Annual Report 2015 ,<br>Report of Supervisory Board, pages 7–13<br>Compliance in the BMW Group, pages 184–187 | The reports received and breaches identified in individual cases in 2015 gave no indication of serious or systemically-caused breaches of Compliance.  | ✓*                    |
|               | <b>SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY</b><br>Management approach: pages 51–57   | (UNGC 10) <sup>1</sup>   | ✓                     |
| <b>G4-S09</b> | <b>Percentage of new suppliers that were screened using criteria for impacts on society</b><br>page 54  | In 2015, 86% of new direct suppliers with a BMW AG procurement volume over €2 million and 91 % of new indirect suppliers with a BMW AG procurement volume over €5 million were reviewed using the OEM questionnaire. | ✓                     |



## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

#### Further key indicators

## GRI G4 Content Index

General standard disclosure

### Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code  | Topics and page references  | Omissions and comments  | External verification |
|---|---|---|-----------------------|
| <b>G4-S010</b>  | <b>Negative impacts on society in the supply chain and actions taken</b><br>page 55   | <p>In 2015, around 1,900 suppliers were reviewed with regard to actual and potential negative impacts on society. At around 400 supplier operations, potential negative impacts were identified. Action plans and improvements were agreed with all of them based on the evaluation.</p> <p>Examples of reasons why suppliers could have potential negative impacts were:</p> <ul style="list-style-type: none"> <li>– Lack of a sustainability policy for suppliers and their sub-suppliers</li> <li>– Lack of a policy for observing human rights</li> <li>– Lack of a compliance management system</li> <li>– Lack of work instructions for the correct handling of chemicals</li> <li>– Lack of a social management system</li> </ul> <p>None of the working relationships was terminated, because the risk management process already excludes suppliers with actual or potential sustainability deficits unless a concrete plan of action is agreed and implemented. We are not aware of any significant negative impact in our supplier network.</p> | ✓                     |
| <b>CUSTOMER HEALTH AND SAFETY</b><br>Management approach: pages 32–33 |   |   | ✓                     |
| <b>G4-PR1</b>   | <b>Percentage of significant product and service categories for which health and safety impacts are assessed</b><br>pages 24, pages 32–33 | All BMW Group products are developed in strict compliance with quality management systems. Vehicle safety is tested extensively to determine potential for improvement.   | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

### Further key indicators

### GRI G4 Content Index

General standard disclosure

### Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

### Appendix

| Code   | Topics and page references  | Omissions and comments  | External verification |
|--|---|---|-----------------------|
| <b>G4-PR2</b>  | <b>Incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling</b><br><br><b>&gt; BMW Group Annual Report 2015</b><br>Report of Supervisory Board, pages 7–13<br>Compliance in the BMW Group, pages 184–187 | BMW Group products are developed and manufactured in strict compliance with quality management systems. The BMW Group monitors its products on the market and examines all feedback on the topic of safety. If necessary, the responsible authorities are informed without delay and all measures that serve customer safety are initiated. The BMW Group has established the relevant committees, processes and organisations for this purpose. Joint events are held on a regular basis with fire departments, rescue forces and salvage operations to actively communicate our safety concepts. Our driver safety training also plays a part in improving safety. For all compliance-relevant matters, the following applies in general: the reports received and breaches identified in individual cases in 2015 gave no indication of serious or systemically-caused breaches of Compliance. | ✓*                    |
| <b>PRODUCT AND SERVICE LABELLING</b><br>Management approach: pages 82–83 |   |   | ✓                     |
| <b>G4-PR3</b>  | <b>Principles and procedures for product and service information and labelling</b>  | A technical and legal assessment during the release process ensures that product and service information for customers (manuals in particular) meets all legal requirements with regard to product liability. Each component of our vehicles can be tracked back to the supplier via the chassis number.  | ✓                     |
| <b>G4-PR4</b>  | <b>Incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling</b><br><br><b>&gt; BMW Group Annual Report 2015</b><br>Report of Supervisory Board, pages 7–13<br>Compliance in the BMW Group, pages 184–187 | A technical and legal assessment during the release process ensures that product and service information for customers (manuals in particular) meets all legal requirements with regard to product liability. For all compliance-relevant matters, the following applies in general: the reports received and breaches identified in individual cases in 2015 gave no indication of serious or systemically-caused breaches of Compliance.  | ✓*                    |
| <b>G4-PR5</b>  | <b>Results of surveys measuring customer satisfaction</b><br>page 82  |   | ✓                     |

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

## Specific standard disclosure

Identified material aspects and boundaries of the BMW Group

## Appendix

| Code          | Topics and page references   | Omissions and comments   | External verification |
|---------------|--|--|-----------------------|
|               | <b>CUSTOMER PRIVACY</b><br>Management approach: page 33                          |  | ✓                     |
| <b>G4-PR8</b> | <b>Substantiated complaints regarding breaches of data protection</b><br>page 33 | The protection of information and data is an integral component of our business processes and is based on the International Security Standard ISO/IEC 27001. If customers or prospects lodge any complaints regarding data protection, for example with respect to advertising campaigns, such complaints are promptly addressed. The BMW Group is committed to the principles of data processing transparency and data minimisation. In 2014, the BMW Group was thus the first carmaker worldwide to successfully complete the validation process for the Binding Corporate Rules (BCR) scheme. The BCR guarantee a data protection standard that is to be upheld and maintained by BMW AG and all its subsidiaries. This ensures that in the BMW Group personal data is always handled at a uniformly high security level, regardless of whether the data are processed for example in Europe, Asia or America. An international network of local data protection coordinators ensures compliance with the Binding Corporate Rules. In the field of vehicle communication (connected drive) as well, transparency for the customer as well as data security and prevention of misuse are key concerns. The number of cases is subject to internal confidentiality regulations. | ✓                     |

1 UNGC: References to the Global Compact Principles of the United Nations

\* Aligned with the audited section of the BMW Group Annual Report 2015

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

Specific standard disclosure

## Identified material aspects and boundaries of the BMW Group

## Appendix

## IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES OF THE BMW GROUP

| Material GRI aspects of the BMW Group<br>G4-19                           | within the BMW Group:<br>G4-20 | outside the BMW Group:<br>G4-21      |
|--|--------------------------------|--------------------------------------|
| <b>Socio-economic impacts on society</b>                                 |                                |                                      |
| Economic performance   | significant                    | Supply chain                         |
| Indirect economic impacts  | significant                    | Supply chain                         |
| <b>Design for Recycling</b>  |                                |                                      |
| Materials  | significant                    | Supply chain, Disposal firms         |
| Products and services  | significant                    | Supply chain, Disposal firms         |
| <b>Energy efficiency and CO<sub>2</sub> emissions in the value chain</b> |                                |                                      |
| Energy   | significant                    | Supply chain                         |
| Emissions  | significant                    | Supply chain                         |
| <b>Fuel efficiency and vehicle CO<sub>2</sub> emissions</b>              |                                |                                      |
| Energy   | significant                    | Dealerships, Customers               |
| Emissions  | significant                    | Dealerships, Customers               |
| <b>Vehicle pollutant emissions</b>                                       |                                |                                      |
| Emissions  | significant                    | Supply chain, Dealerships, Customers |
| <b>Pollutant emissions in the value chain</b>                            |                                |                                      |
| Emissions  | significant                    | Supply chain                         |
| <b>Alternative drivetrain technologies</b>                               |                                |                                      |
| Emissions  | significant                    | Supply chain, Dealerships, Customers |
| <b>Attractive workplace, talent identification and retention</b>         |                                |                                      |
| Employment   | significant                    | —                                    |
| Equal remuneration for women and men                                     | significant                    | —                                    |
| <b>Occupational safety and health</b>                                    |                                |                                      |
| Work safety and safeguarding health                                      | significant                    | Supply chain, Dealerships            |
| <b>Employee development, training and education</b>                      |                                |                                      |
| Training and education   | significant                    | —                                    |



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

General standard disclosure

Specific standard disclosure

## Identified material aspects and boundaries of the BMW Group

## Appendix

## Material GRI aspects of the BMW Group G4-19

## within the BMW Group: G4-20

## outside the BMW Group: G4-21

### Diversity and equal opportunity

Diversity and equal opportunity

Equal remuneration for women and men

Non-discrimination

significant

significant

significant

Supply chain

—

Supply chain

### Human rights

Investments

Product testing

Supplier human rights assessment

Human rights grievance mechanism

significant

significant

significant

significant

Supply chain

Supply chain

Supply chain

Supply chain

### Combatting corruption and anti-competitive behaviour

Combatting corruption

Anti-competitive behaviour

significant

significant

Supply chain, Dealerships

Supply chain, Dealerships

### Product safety

Customer health and safety

significant

Customers

### Customer satisfaction

Product and service information and labelling

significant

Dealerships

### Data protection

Customer privacy

significant

Dealerships

### Environmental and social standards in the supply chain – sustainable procurement

Supplier environmental assessment

Supplier assessment for labour practices

Supplier human rights assessment

Supplier assessment for impacts on society

significant

significant

significant

significant

Supply chain

Supply chain

Supply chain

Supply chain

### Networked and autonomous driving

—

significant

—

### Mobility products and services

—

significant

—

# APPENDIX

|   |
|---|
| Introduction  |
| 1 STRATEGY  |
| 2 PRODUCTS AND SERVICES                             |
| 3 PRODUCTION AND VALUE CREATION                     |
| 4 EMPLOYEES AND SOCIETY                             |
| 5 FUNDAMENTALS                                      |
| Further key indicators                              |
| GRI G4 Content Index                                |
| <b>Appendix</b>                                     |
| About this report                                   |
| Independent Practitioner’s Limited Assurance Report |
| Fuel consumption and CO <sub>2</sub> emissions      |
| Imprint   |

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

### About this report

Independent Practitioner's  
Limited Assurance Report

Fuel consumption  
and CO<sub>2</sub> emissions

Imprint

# About this report

**The BMW Group Sustainable Value Report (SVR) 2015 has been published to provide stakeholders with comprehensive information about the company's sustainability strategy and the progress made in integrating sustainability into its corporate processes.**

**In accordance with the "Comprehensive" option of the  
› Global Reporting Initiative (GRI).**

**For the first time, the BMW Group's Sustainable Value Report 2015 has been compiled in accordance with the "Comprehensive" option of the Global Reporting Initiative (GRI G4) guidelines.**

## Structure of report

The report is structured along the long-term sustainability goals of the BMW Group. In addition, the weighting of the topics in the report is based on the results of our systematic materiality process › [Chapter 1](#). GRI G4-23 As a result, changes in content have primarily been made in the areas of Compliance and Risk Management, which refer more extensively to the Annual Report in the SVR 2015.

Each chapter starts with a one-page overview of the main facts. The sub-sections of each chapter are introduced by a statement of the long-term sustainability goal of the BMW Group. The report contains the key performance indicators that control and monitor the BMW Group's sustainability performance. Where appropriate, references are also provided to supplementary information in the Annual Report or on other BMW Group websites.

In addition to the key indicators presented in the main text, the Annex contains further key indicators on sustainability, including explanatory notes.

The report is published in German and English. For reasons of clarity and to avoid double references, generic references to the masculine in this document should be understood as referring to both sexes.

## Reporting period

The reporting period is the 2015 calendar year. The effective date for all figures and facts is 31 December 2015. GRI G4-28 The figures and facts section generally maps the key indicators for 2011–2015 (with the exception of key figures that only became relevant after 2011). They refer to the entire BMW Group. There are, however, some exceptions concerning site-specific topics and local sustainability programmes. Wherever this is the case, the entity the figures apply to is specified accordingly, e.g. BMW AG. The statements made in the SVR 2015 about the BMW Group generally refer to the group of consolidated companies in the 2015 Annual Report. Any deviations from the group of consolidated companies referred to in the 2015 Annual Report with regard to specific key indicators are indicated and their scope specified in the footnotes of the respective tables and charts. GRI G4-17 Calculation methods are explained in footnotes to the respective charts. Nothing has changed with regard to the structure of the supply chain and relationships with suppliers, including the selection and termination of contracts. GRI G4-13

The Sustainable Value Report (SVR) is published annually. GRI G4-30 The last SVR was published in March 2015 as an interactive pdf covering financial year 2014. GRI G4-29

The BMW Group Sustainable Value Report is published on the BMW Group website. The next Sustainable Value Report will be published in early 2017.

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

### About this report

Independent Practitioner's  
Limited Assurance Report

Fuel consumption  
and CO<sub>2</sub> emissions

Imprint

## UN GLOBAL COMPACT – COMMUNICATION ON PROGRESS

The BMW Group committed to implement the principles of the **> Global Compact** in 2001, and in this report once again reports on progress achieved in complying with these principles. References to the Global Compact principles have been integrated into the **> GRI G4 Content Index**.

### Third-party verification

The entire report (the texts of all chapters as well as further key indicators were audited by PricewaterhouseCoopers AG, with limited assurance in accordance with ISAE3000 (revised) **> Assurance Report**. GRI G4-33 Indicators from the areas of environmental protection and occupational health and safety were audited by external auditors and experts in accordance with ISO 14001, EMAS and OHSAS.

The Corporate Reporting, Corporate Communications and Policy as well as Corporate Planning and Product Strategy departments select the external auditors for the SVR. Ms. Ursula Mathar, Head of Sustainability and Environmental Protection, and Dr. Thomas Becker, Vice President of Governmental and External Affairs, are responsible for expert approval of the SVR. Overall responsibility lies with the Board of the BMW Group (see Assurance Report). Third-party auditing enables us to document for the public the reliability and trustworthiness of the information provided. In addition, we regularly receive impetus for improvement and innovation in the reporting process. GRI G4-33, GRI G4-48

## FORWARD-LOOKING STATEMENTS

The BMW Group Sustainable Value Report 2015 contains various forward-looking statements about future developments which are based on the current status of the BMW Group's assumptions and forecasts. They are thus subject to a variety of predictable and unpredictable risks, uncertainties and other factors, so that the actual outcome, including the company's financial and assets position, its development or performance could differ considerably. The BMW Group makes no commitment to update such forward-looking statements or to adapt them to future events or developments.



## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

About this report

## Independent Practitioner's Limited Assurance Report

Fuel consumption and CO<sub>2</sub> emissions

Imprint

## Independent Practitioner's Limited Assurance Report

### TO BMW AG, MUNICH

We have been engaged to perform a limited assurance engagement on the sustainability information in the Sustainable Value Report 2015 of BMW AG, Munich, (hereinafter the "Company"), for the period 1 January to 31 December 2015 (hereinafter the "Sustainable Value Report").<sup>1</sup>

### MANAGEMENT'S RESPONSIBILITY

Company's Management is responsible for the preparation and presentation of the Sustainable Value Report in accordance with the criteria as set out in the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) (hereinafter the "GRI Criteria").

This responsibility includes the selection and application of appropriate methods to prepare the Sustainable Value Report as well as the use of assumptions and estimates for individual sustainability disclosures which are reasonable in the circumstances. Furthermore, the responsibility includes designing, implementing and maintaining systems and processes relevant for the preparation of the Sustainable Value Report, which is free of material misstatements due to intentional or unintentional errors.

### AUDIT FIRM'S INDEPENDENCE AND QUALITY CONTROL

We have complied with the German professional provisions regarding independence as well as other ethical requirements.

The audit firm applies the national legal requirements and professional standards – in particular the Professional Code for German Public Auditors and German Chartered Auditors ("Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer": "BS WP/vBP") as well as the joint opinion of the Wirtschaftsprüferkammer (Chamber of German Public Auditors; WPK) and the Institut der Wirtschaftsprüfer (Institute of Public Auditors in Germany; IDW): requirements to quality control for audit firms ("Gemeinsamen Stellungnahme der WPK und des IDW: Anforderungen

an die Qualitätssicherung in der Wirtschaftsprüferpraxis": "VO 1/2006") – and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### PRACTITIONER'S RESPONSIBILITY

Our responsibility is to express an opinion on the sustainability information in the Sustainable Value Report based on our work performed.

Within the scope of our engagement we did not perform an audit on external sources of information or expert opinions, referred to in the Sustainable Value Report.

We conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): "Assurance Engagements other than Audits or Reviews of Historical Financial Information" published by IAASB. This Standard requires that we plan and perform the assurance engagement to obtain limited assurance whether any matters have come to our attention that cause us to believe that the sustainability information in the Sustainable Value Report has not been prepared, in all material respects, in accordance with the GRI-Criteria.

In a limited assurance engagement the evidence-gathering procedures are more limited than for a reasonable assurance engagement and therefore significantly less assurance is obtained than in a reasonable assurance engagement. The procedures selected depend on the practitioner's judgement. This includes the assessment of the risks of material misstatements of the sustainability information in the Sustainable Value Report with regard to the GRI Criteria.

<sup>1</sup> Our engagement applies to the German version of the Sustainable Value Report. This text is a translation of the Independent Assurance Report issued in the German language – the German text is authoritative.

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

About this report

## Independent Practitioner's Limited Assurance Report

Fuel consumption and CO<sub>2</sub> emissions

Imprint

## Independent Practitioner's Limited Assurance Report

Within the scope of our work we performed amongst others the following procedures:

- Obtaining an understanding of the structure of the sustainability organisation and of the stakeholder engagement;
- Inquiries of personnel involved in the preparation of the Sustainable Value Report regarding the preparation process, the underlying internal control system and selected sustainability information;
- Performance of site visits as part of the inspection of processes for collecting, analysing and aggregating selected data:
  - in the corporate headquarters in Munich
  - in the production plant in Berlin (Germany)
  - in the production plant in Dingolfing (Germany)
  - in the production plant in Goodwood (UK)
  - in the production plant in Spartanburg (USA)
- Analytical procedures on selected sustainability information of the Sustainable Value Report;
- Inquiries of personnel responsible for the reporting of fleet emissions and fuel consumption, as well as reconciliation of selected data points regarding fleet emissions and fuel consumptions with the official information available from the Federal Office for Motor Traffic of Germany;
- Comparison of selected sustainability information with corresponding data in the consolidated financial statements and in the group management report;
- Assessment of the presentation of selected sustainability information in the Sustainable Value Report regarding the sustainability performance.

## CONCLUSION

Based on our limited assurance engagement, nothing has come to our attention that causes us to believe that the sustainability information in the Sustainable Value Report of the Company for the period 1 January to 31 December 2015 has not been prepared, in all material respects, in accordance with the GRI Criteria.

## EMPHASIS OF MATTER – RECOMMENDATIONS

Without qualifying our conclusion above, we make the following recommendations for the further development of the Company's sustainability management and sustainability reporting:

- Further standardisation and formalisation of reporting processes and the internal control system for sustainability information
- More focused representation of Disclosure on Management Approaches, as well as stronger inclusion of challenges, especially with regard to a more balanced reporting

## RESTRICTION ON USE AND DISTRIBUTION

We issue this report on the basis of the engagement agreed with the Company. The audit has been performed for purposes of the Company and is solely intended to inform the Company about the results of the audit. The report is not intended for any third parties to base any (financial) decision thereon. We do not assume any responsibility towards third parties.

Munich, March 16, 2016

## PricewaterhouseCoopers

Aktiengesellschaft

Wirtschaftsprüfungsgesellschaft

**sgn. Andreas Fell**

Wirtschaftsprüfer

(German Public Auditor)

**sgn. Hendrik Fink**

Wirtschaftsprüfer

(German Public Auditor)

## Introduction

### 1 STRATEGY

### 2 PRODUCTS AND SERVICES

### 3 PRODUCTION AND VALUE CREATION

### 4 EMPLOYEES AND SOCIETY

### 5 FUNDAMENTALS

#### Further key indicators

#### GRI G4 Content Index

## Appendix

### About this report

Independent Practitioner's  
Limited Assurance Report

### Fuel consumption and CO<sub>2</sub> emissions

### Imprint

# Fuel consumption and CO<sub>2</sub> emissions ratings for the vehicles referred to in this report

| Model   | Urban<br>(l/100 km) | Extra-urban<br>(l/100 km) | Combined<br>(l/100 km) | CO <sub>2</sub> emissions<br>combined (g/km) |   |
|---|---------------------|---------------------------|------------------------|--|---|
| BMW 116d<br>EfficientDynamics<br>Edition 5-door | 4.4–3.9 [–]         | 3.5–3.1 [–]               | 3.8–3.4 [–]            | 101–89 [–]                                   |   |
| BMW 116i Hatch<br>5-door                        | 6.8–6.3 [–]         | 4.6–4.2 [–]               | 5.4–5.0 [–]            | 126–116 [–]                                  |   |
| BMW 116d Hatch<br>5-door                        | 4.8–4.3 [4.6–4.1]   | 3.7–3.3 [3.8–3.4]         | 4.1–3.7 [4.1–3.6]      | 107–97 [107–96]                              |   |
| BMW 320d Touring                                | 5.7–5.2 [5.4–4.9]   | 4.1–3.8 [4.0–3.7]         | 4.7–4.3 [4.5–4.1]      | 123–113 [119–109]                            |   |
| BMW X3 xDrive 20d                               | 6.3–5.8 [5.7–5.3]   | 5.0–4.7 [5.1–4.7]         | 5.5–5.1 [5.3–4.9]      | 145–135 [139–129]                            |   |
| Mini One D 3-door                               | 4.0–3.9             | 3.2–3.1                   | 3.5–3.4                | 92–89  |   |
| Model   | Urban<br>(l/100 km) | Extra-urban<br>(l/100 km) | Combined<br>(l/100 km) | CO <sub>2</sub> emissions<br>combined (g/km) | Average total energy<br>consumption<br>(kWh/100 km)   |
| BMW i3<br>(Range Extender)                      | omitted             | omitted                   | – [0.6]                | – [13]                                       | – [13.5]  |
| BMW i3  | omitted             | omitted                   | – [0]                  | – [0]  | – [12.9]  |
| Model   | Urban<br>(l/100 km) | Extra-urban<br>(l/100 km) | Combined<br>(l/100 km) | CO <sub>2</sub> emissions<br>combined (g/km) | Electricity<br>consumption combined<br>(in addition to fuel<br>consumption)<br>(kWh/100 km) |
| BMW i8  | omitted             | omitted                   | – [2.1]                | – [49]                                       | – [11.9]  |
| BMW X5 xDrive40e                                | omitted             | omitted                   | – [3.4–3.3]            | – [78–77]                                    | – [15.4–15.3]   |

Figures in brackets apply to automatic transmission. Fuel consumption and CO<sub>2</sub> emissions are dependent on wheel and tyre size. Fuel consumption is determined in accordance with the ECE driving cycle. Valid for vehicles with a European country specification. All engines comply with at least Euro 5 emissions standards. Further information on the official fuel consumption, specific official CO<sub>2</sub> emissions and power consumption of new passenger vehicles can be found in the "Guideline for fuel consumption, CO<sub>2</sub> emissions and electric power consumption of new passenger vehicles", available free of charge from all sales outlets, the Deutsche Automobil Treuhand GmbH (DAT), Hellmuth-Hirth-Straße 1, 73760 Ostfildern – Scharnhauser Park, Germany and at <http://www.dat.de/angebote/verlagsprodukte/leitfaden-kraftstoffverbrauch.html>.

As at March 2016.

Further, regularly updated information on the vehicles referred to in this publication can be found at [www.bmw.com](http://www.bmw.com), [www.mini.com](http://www.mini.com) and [www.rolls-roycemotorcars.com](http://www.rolls-roycemotorcars.com).

## Introduction

## 1 STRATEGY

## 2 PRODUCTS AND SERVICES

## 3 PRODUCTION AND VALUE CREATION

## 4 EMPLOYEES AND SOCIETY

## 5 FUNDAMENTALS

## Further key indicators

## GRI G4 Content Index

## Appendix

About this report

Independent Practitioner's  
Limited Assurance Report

Fuel consumption  
and CO<sub>2</sub> emissions

## Imprint

# We look forward to hearing from you

Numerous BMW Group employees participated in creating this Sustainable Value Report 2015. We will be happy to answer your questions and forward them to the relevant departments if needed.



### KAI ZÖBELEIN

#### Sustainability Communications

Telephone: +49 89 382-211 70

E-mail: Kai.Zoebelein@bmwgroup.com



### MILENA PIGHI

#### Corporate citizenship Communications

Telephone: +49 89 382-665 63

E-mail: Milena.PA.Pighi@bmwgroup.com

### BMW GROUP

Petuelring 130

80788 Munich

Telephone: +49 89 382-0

[www.bmwgroup.com](http://www.bmwgroup.com)

### MORE FROM THE BMW GROUP

[www.bmwgroup-classic.com](http://www.bmwgroup-classic.com)

[www.bmw-welt.com](http://www.bmw-welt.com)

### SOCIAL MEDIA

Facebook: [www.facebook.com/BMWGroup](http://www.facebook.com/BMWGroup)

Twitter: [www.twitter.com/BMWGroup](http://www.twitter.com/BMWGroup)

YouTube: [www.youtube.com/BMWGroupview](http://www.youtube.com/BMWGroupview)

Google+: [www.google.com/+BMWGroup](http://www.google.com/+BMWGroup)

### THE BMW GROUP BRANDS ON THE INTERNET

[www.bmw.com](http://www.bmw.com)

[www.mini.com](http://www.mini.com)

[www.rolls-roycemotorcars.com](http://www.rolls-roycemotorcars.com)

[www.bmw-motorrad.com](http://www.bmw-motorrad.com)