

Sustainability Report 2019 / 2020



WE.MOVE.FUTURE



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Prologue

Dear Ladies and Gentlemen,

You are holding in your hands, the first Sustainability Report of KIRCHHOFF Automotive – the largest division of the KIRCHHOFF Group, which was founded in 1785.

Sustainability is an essential core of our family business. For example, we established the first company health insurance fund for our employees and their families as early as 1855, long before general social insurance was introduced under Bismarck. We make decisions for the long term and ones that are sustainable for the development of our company, but also for its employees, for society and the environment in which we live. Our shareholders, for example, are committed to social policy in associations and other institutions.

With our body of solutions, we help make mobility safer today and in the future. Our metal and hybrid structures for body-in-white and chassis ensure maximum safety for all involved in an emergency. In addition, thanks to our lightweight products, the energy required to drive vehicles can be reduced - saving the environment and resources.

To achieve the goal of creating a sustainable world, businesses, politics and society must all pull together. As well, not one-si-

dedly, but in balance: balance between environmental, economic and social sustainability.

The years 2020 and 2021 are overshadowed by the COVID-19 pandemic, which we hope will soon be contained. However, the transformation of our industry in terms of decarbonization and digitalization will be on the agenda for the next decades. KIRCHHOFF Automotive will continue to change in the direction of sustainable products and value-creation processes. You will be able to follow this in future issues of this report.

With best regards and good luck

Yours

J. Wolfgang Kirchhoff,
CEO KIRCHHOFF Automotive



About the Report

The 2020 KIRCHHOFF Automotive Sustainability Report is the first of its kind for the Company. Presented in this format, it provides a comprehensive overview of KIRCHHOFF Automotive's strategy, goals and performance with regard to sustainability.

Some of the data in this report is also included in the KIRCHHOFF Automotive Annual Report and as such is subject to external audit. The reporting on sustainability is based on the guidelines of

the Global Reporting Initiative (GRI), but does not meet all the requirements of the GRI 'Core' reporting option.

The report analyzes the Company's commitment to a range of sustainability matters, from economic and governance, to environmental and social sustainability. It takes into account the most important markets for the Company, the requirements of stakeholders, the current legal situation, and structural requirements of the Company. It identifies products and services as well

as important ethical, social, environmental and corporate policy aspects that influence the Company's actions and its environment in which it operates.

Reporting Period and Scope

To ensure continuity on non-financial reporting with former UN GC Communication on progress reports, this report covers the period between October 1, 2019 and December 31, 2020. It relates to the business activities of all companies under KIRCHHOFF Automotive GmbH; a unit of the KIRCHHOFF Group based in D-58638 Iserlohn, Stefanstraße 2.

Significant Changes to the Organization

During 2020, there were three plant closures: Hermosillo/Mexico, Richmond Hill/Canada, and Chongqing/China. The Company made offers to affected employees for employment at other sites or have paid severance.

As of July 1, 2020, KIRCHHOFF Automotive has created two regional boards for Europe/Asia and North America to strengthen local decision-making. The boards are responsible for managing the business activities in the respective regions and report to the full KIRCHHOFF Automotive Management Board.

As of October 1, 2020, Arndt G. Kirchhoff has resigned from his position as CEO of the KIRCHHOFF Group (see p. 7) and has since acted as Chairman of the Advisory Board of the KIRCHHOFF Group.

Our Operating Sites as of 31.12.2020:

In Europe:

KIRCHHOFF Automotive Germany, Attendorn
KIRCHHOFF Automotive Germany, Iserlohn
KIRCHHOFF Automotive Germany, Saarwellingen
KIRCHHOFF Automotive Poland, Mielec
KIRCHHOFF Automotive Poland, Gliwice
KIRCHHOFF Automotive Poland, Gniezno
KIRCHHOFF Automotive Portugal, Ovar
KIRCHHOFF Automotive Portugal, Cucujães
KIRCHHOFF Automotive Spain, Figueruelas
KIRCHHOFF Automotive Ireland, Letterkenny
KIRCHHOFF Automotive Hungary, Esztergom
KIRCHHOFF Automotive Romania, Craiova
KIRCHHOFF Automotive Romania, Pitesti

In North America:

KIRCHHOFF Automotive Canada, Aurora
KIRCHHOFF Automotive Canada, North York
KIRCHHOFF Automotive USA, Troy
KIRCHHOFF Automotive USA, Dallas
KIRCHHOFF Automotive USA, Manchester
KIRCHHOFF Automotive USA, Lansing
KIRCHHOFF Automotive USA, Tecumseh
KIRCHHOFF Automotive USA, Waverly
KIRCHHOFF Automotive Mexico, Puebla
KIRCHHOFF Automotive Mexico, Querétaro

In Asia:

KIRCHHOFF Automotive China, Suzhou
KIRCHHOFF Automotive China, Shenyang

Global Footprint



📍 **27** Plants

- | | |
|------------------------------|------------------------------------|
| 01 Letterkenny | 14 Craiova |
| 02 Cucujães | 15 Pitesti |
| 03 Ovar | 16 Shenyang |
| 04 Figueruelas | 17 Suzhou |
| 05 Saarwellingen | 18 Puebla |
| 06 Attendorn | 19 Querétaro |
| 07 Attendorn
(Toolmaking) | 20 Dallas |
| 08 Iserlohn | 21 Atlanta
(under construction) |
| 09 Gniezno | 22 Manchester |
| 10 Gliwice | 23 Waverly |
| 11 Mielec | 24 Tecumseh |
| 12 Mielec
(Werkzeugbau) | 25 Lansing |
| | 26 Aurora |
| | 27 North York |

📍 **7** Sales Offices

- | | |
|-------------------|--------------|
| 01 Chartres | 05 Dongguan |
| 02 St. Petersburg | 06 Troy |
| 03 Seoul | 07 São Paulo |
| 04 Kobe | |

👥 **8,000** Employees

Our Mission

KIRCHHOFF Automotive is a global leader in the development and supply of best-in-class structures for vehicle bodies and chassis. We offer body solutions that make tomorrow's mobility safe. Our innovative and economical lightweight products ensure that people are optimally protected in the event of an accident.

As a development partner to the automotive industry, we develop and produce complex metal and hybrid structures for body-in-white and chassis that are lightweight, economical and crash proof. In this way, KIRCHHOFF Automotive components also contribute to climate responsibility and environmental protection, because they reduce the weight - and thus the fuel consumption - of vehicles.

Core Competencies

As a global player, we offer our customers in Europe, Asia and North America comprehensive expertise in the areas of economical lightweight construction and crash performance. With the advanced technology of partial press hardening, KIRCHHOFF Automotive is able to produce steel products with different strength ranges, which leads to innovative weight- and crash-optimized body components.

Our core competencies are:

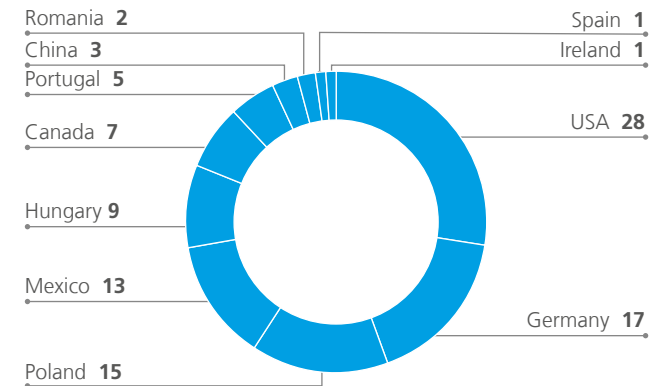
- Research and Development
- Forming
- Joining
- Lightweight Construction
- Surface Treatment

Sales by Country

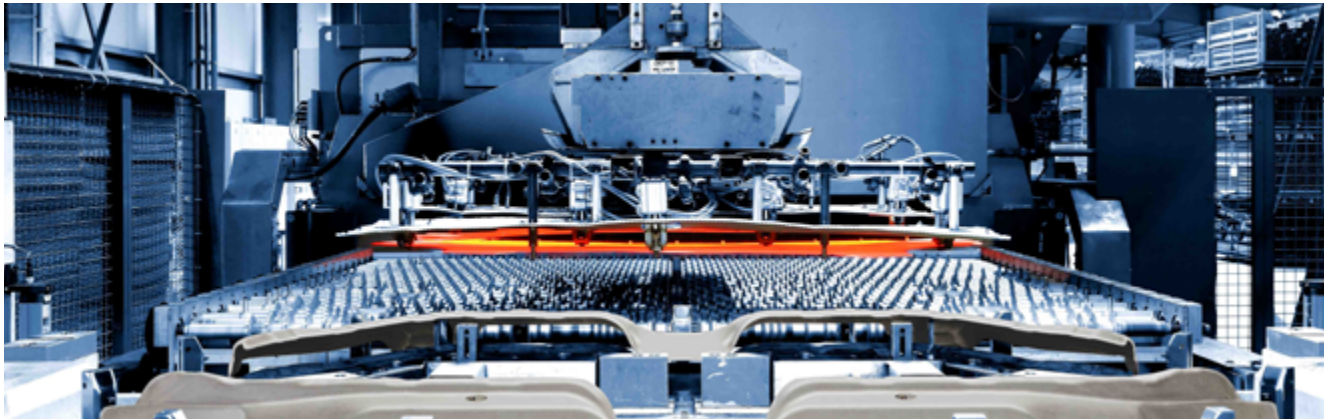
By percentage*

Total Value

1.25 Billion Euros



*Differences rounded



Our Products and Customers

With a network of more than 8,000 employees across 27 production plants in eleven countries, KIRCHHOFF Automotive ensures optimum customer proximity. We assemble most of our products into a wide variety of components in just-in-time plants near our customers' locations.

The Company's product portfolio for passenger vehicles include bumpers, cross members, engine mounts and other structural parts. For commercial vehicles, we develop and manufacture, among other things, cross members, axle housings and undercarriage guards. The main materials used are steels with a thickness of up to 12 millimeters and a tensile strength of up to 2,000 megapascals, as well as aluminum.

Our Customers

KIRCHHOFF Automotive's customer base is diversified so that we can compensate for fluctuations in the automotive markets. Our partners include all major automotive manufacturers worldwide. Among them are the Volkswagen Group, BMW, Daimler, Stellantis, General Motors, Ford, Honda, Suzuki, Hyundai-Kia, Tesla and Geely/Volvo.

With our experience, wide product portfolio and large network of locations, we meet the requirements of our global customers. We support them at all stages of the product life-cycle: from research and development to materials procurement and production, quality assurance and delivery.

35.3 %

of passenger vehicles and light commercial vehicles produced worldwide in 2020, will contain at least one component from KIRCHHOFF Automotive

In North America

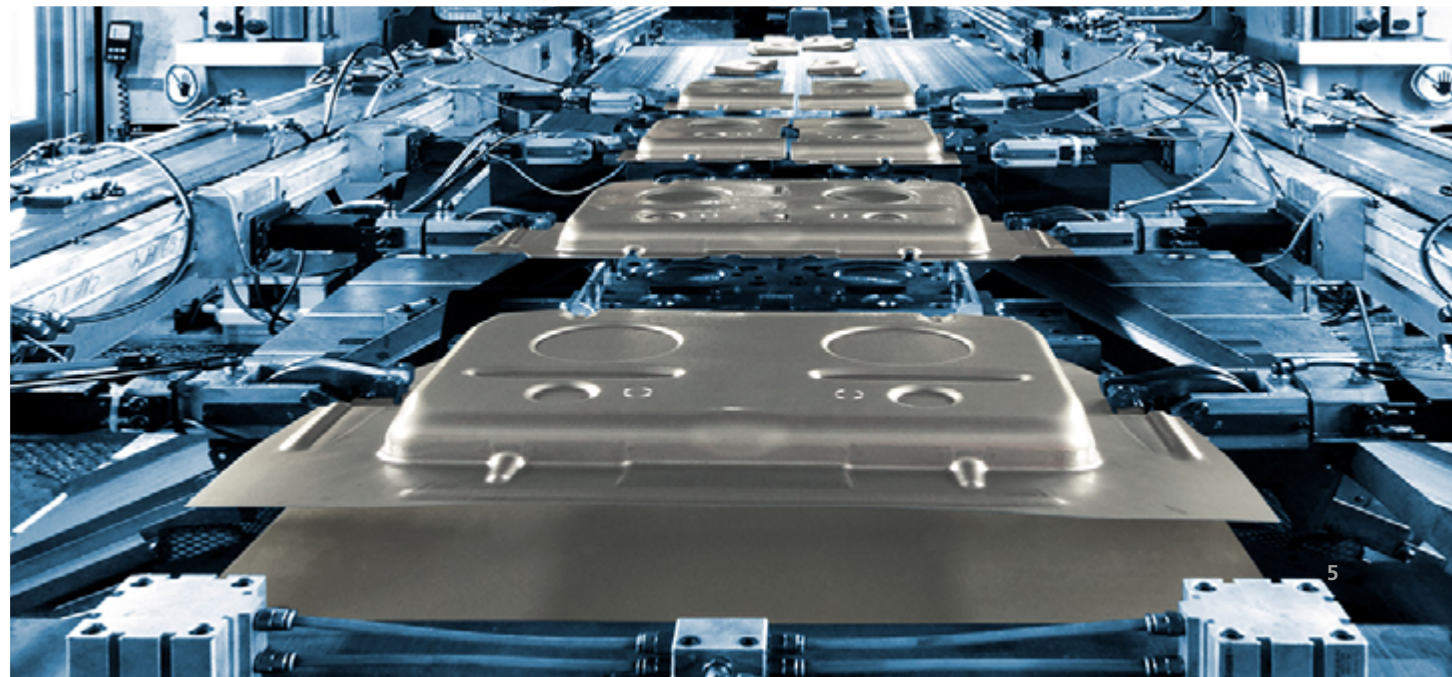
63.6 %

In Europe

67.2 %

And in Germany specifically

94.5 %



Our Supply Chain

KIRCHHOFF Automotive buyers in Europe, North America and Asia are always on the lookout for the most efficient suppliers, service providers and development partners; suppliers whom we can best meet customer's requirements with. Crucial to joint success are reliable, available, high-quality goods and services at competitive prices.

To make optimum use of synergies and economies of scale, we have divided our supply chain into four material areas:

- Raw materials: steel and aluminum producers, service centers
- Purchased parts: tubes, screws, nuts, bolts, plastic parts
- Capital goods: presses, welding and assembly equipment, tools and tooling components
- Indirect goods: electricity, gas, auxiliary and operating materials, services

Requirements for Suppliers

KIRCHHOFF Automotive suppliers must comply with various international standards and guidelines. As well as the 'Supplier Supplement' to our Code of Conduct, (see p. 12).

The guidelines include:

- Quality management according to ISO 9001 resp. IATF 16949
- Environmental management according to ISO 14001:2015
- Innovative technologies and processes
- Compliance with the zero defect principle
- Competitive cost-benefit ratio
- Delivery reliability and adherence to delivery dates
- Product and process optimization
- High standard of service
- Acceptance of our purchasing and basic conditions

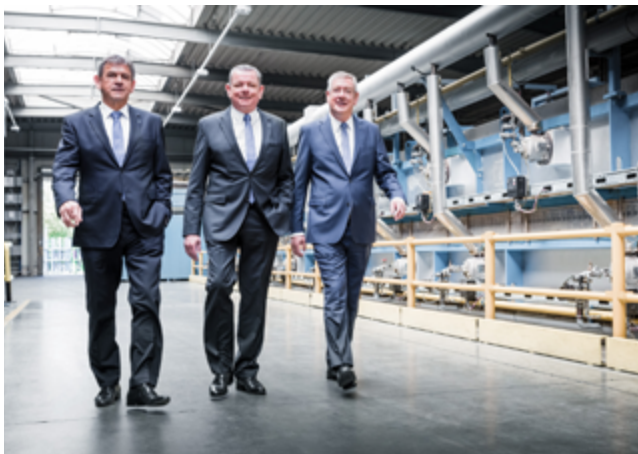
This approach ensures responsible business practices for the Company and that we do not work with organizations or partners that disregard these standards.



Who We Are

KIRCHHOFF Automotive is the largest division of the KIRCHHOFF Group. The group of companies includes three other business units:

- WITTE Tools: manufactures premium screwdrivers and other tools in the sector
- KIRCHHOFF Ecotec: is the leading supplier of waste disposal solutions and street cleaning technologies with its five brands FAUN, ZOELLER, HIDRO-MAK, Superior Pak and FARID
- KIRCHHOFF Mobility: one of the leading providers of customized vehicle conversions that give people options for more mobility.



Johannes F., J. Wolfgang und Arndt G. Kirchhoff (v.l.)

The KIRCHHOFF Group traces its roots back to the sewing needle factory opened by Stephan Witte in Iserlohn/Germany in 1785. A solid 100 years later, in 1894, Friedrich Kirchhoff opened the first pressing plant at the site and began manufacturing for the mobility sector: the railroad industry and later the emerging automotive industry. From the 1980s, KIRCHHOFF Automotive expanded initially its business in the area of parts production for passenger vehicles, and in 1994 entered the field of waste disposal and cleaning technology with the acquisition of FAUN. Since 2006, the mobility business unit has been part of the KIRCHHOFF Group. The former focus Witte, switched to the production of hand tools as early as 1950.

Family Business

Knowledge. Values. Change – This was the motto under which the KIRCHHOFF Group celebrated its 235th anniversary in 2020. From the beginning, and in to the future, we are committed to this motto.

For four generations, the KIRCHHOFF Group has been entirely owned by the Kirchhoff family. Today, it is under the management of the three brothers Arndt G. Kirchhoff, Johannes F. Kirchhoff and J. Wolfgang Kirchhoff. Sustainable development in the interest of future generations is at the heart of the Kirchhoff family's actions. This applies to the economic stability and innovative capacity of the companies, as well as to the environmental and social commitment of all business units.



Stakeholder Communication

For sustainable business success, KIRCHHOFF Automotive relies on the transparent and trusting exchange of information with various stakeholders. Below is an overview of our stakeholders and the most important channels through which we communicate with them:

Stakeholder	Selected Communication Channels
Owners	Global and site management meetings, committees, management reports
Customers	Key account management, on-going conversations, audits, workshops, seminars, conventions, trade shows, K>Mobil magazine, sustainability report
Employees	One-on-one meetings, shop floor meetings, workshops, family events, union discussions, website, intranet, company app, livestream podcast, information screens at the plant level
Suppliers and Business Partners	On-going conversations, electronic procurement platform, audits, workshops, seminars, 'Supplier of the Year' award competition, website, sustainability report, press releases
Governments and Administrations	On-going conversations, seminars, conventions, discussions on legislation, website, K>Mobil magazine, sustainability report, press releases
Local Communities and Associations	Joint and individual conversations, workshops, career fairs, open-house days, events, sponsorships, press conferences and releases, website, K>Mobil magazine, sustainability report
Financial Industry	On-going conversations, workshops, seminars, conventions, trade fairs, K>Mobil magazine, annual report, sustainability report
Press and Media	On-going conversations, trade shows, press conferences and releases, interviews, website, K>Mobil magazine, sustainability report

Our Sustainability Strategy

Ladies and Gentlemen,

In recent years, the expectations that society and politics place on the behavior of companies, have become ever greater.

At KIRCHHOFF Automotive, we have recognized this change early on and are committed to meeting the expectations of our stakeholders, which are expressed through international protocols of the global range. These include the UN Guiding Principles on Business and Human Rights and followed by 17 Sustainable Development Goals, the OECD's Due Diligence Guidance for Responsible Business, the ILO's Declaration of Principles, and the Paris Convention on Climate Change.

KIRCHHOFF Automotive's current sustainability framework includes the Vision and Values of our shareholders, the Code of Conduct, and related policies and guidelines. With them, we not only fulfill legal requirements, they also guide us in our daily business, in how we plan and implement strategies, processes and projects.

Our ambition is to be a leading global industry partner that meets the expectations of customers, shareholders, employees and all other stakeholders, while always acting in accordance with ESG criteria for sustainable business.

In the coming years, we will further strengthen sustainability goals in the strategy for KIRCHHOFF Automotive. In doing so, we will be guided by political objectives such as those set out in the EU's Green Deal, as well as existing and planned guidelines and requirements set forth by the governments in the USA, Canada, Mexico and China.

In order to be successful with our strategy in the long term, we also depend on reliable and motivated business partners, especially our suppliers. We will therefore expand our discussions with them so that together, we can achieve our sustainability goals.

Yours sincerely



Janusz Sobor
Global Executive Vice President
Governance Risk Compliance & Business Development





WE.MOVE.FUTURE



Sustainable Management



Vision and Values

As a family-run company, vision and values are particularly important to KIRCHHOFF Automotive. For generations, living shared values has formed the basis for trusting cooperation and entrepreneurial success. First and foremost, this includes the Company's commitment to its employees - but also to the society in which we do business. In 2015, the owners of KIRCHHOFF Automotive defined the Company's vision and values and communicated them to all employees and business partners.

Vision and values are the foundation and framework for the sustainability of our actions. They create unity, set common goals and underline our claim: In everything we do, we want to be among the best.

Our Vision

- KIRCHHOFF Automotive is a global leader in the development and supply of best-in-class structures for vehicle bodies and chassis.
- The company generates sustainable and profitable growth to remain financially independent and family owned.
- KIRCHHOFF Automotive is guided by the performance principle and stands for the highest level of customer service.
- The company qualifies its employees and actively promotes their health and satisfaction.

Our Values

Values commit us to sustainable action for the company, for nature and for society:

- Honesty and reliability
- Trust and respect
- Social, environmental and cultural responsibility

We assume responsibility as a sponsor of charitable projects and in the education and training of people. To preserve nature and biodiversity, we protect the environment by using resources sparingly and observing strict environmental standards.



Code of Conduct

The KIRCHHOFF Automotive Code of Conduct is based on our Vision and Values. It makes our management systems fit for the growing demands presented to us, our customers and society with regard to sustainability and corporate social responsibility; responsibility that we ourselves, our customers and society place.

The aim of the KIRCHHOFF Automotive Code of Conduct is to promote environmental responsibility, fair and healthy working conditions and ethical and sound business relationships throughout the KIRCHHOFF Automotive organization.

Our Commitments

- We comply with labor laws and respect human rights
- Integrity is the foundation of our actions
- Our Company's data and information management is clear and transparent
- Nature and biodiversity are important to us and future generations to come
- We ensure that employees have access to open and respectful communication

The complete [Code of Conduct](#) is available on the KIRCHHOFF Automotive website.

Our employees are at the heart of KIRCHHOFF Automotive. By familiarizing them with the rules of the Code of Conduct, we ensure the sustainable development of the Company and its jobs. During 2020, our employees in production and administration worldwide had already undergone appropriate training.

To expand our corporate social responsibility continuously, the management regularly reviews new projects and puts them into effect. This includes measures for ethical business practices and occupational health and safety, as well as ideas for even greater social commitment at our sites. We have also developed guidelines on risk management, combating corruption and dealing with whistleblowing. Altogether, they form a set of rules that bring our vision and values to life.



Risk Management

KIRCHHOFF Automotive's risk management system serves a dual purpose. On the one hand, it ensures that we can manufacture and provide all products and services properly and on the other, it makes us even more aware of our influence on customers, employees, suppliers, business partners, local communities and the environment.

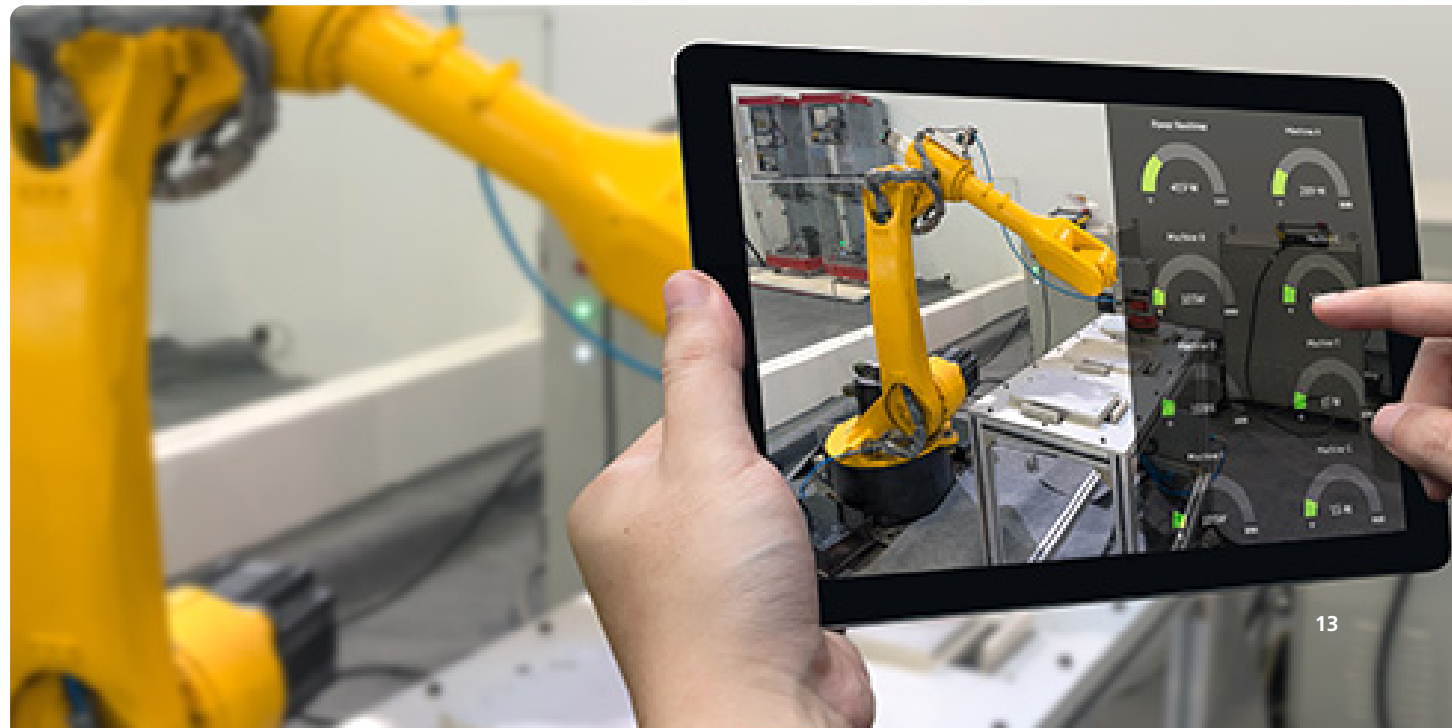
Our strategic risk management covers numerous risks at company level. Among them are:

- Fluctuations in markets and volumes
- Compliance risks
- Global and regional economic and political risks
- Financial risks such as interest rate levels and exchange rates
- Availability and prices of raw materials
- Risks in development and production
- Cyber security

In addition, the system provides all plants with a common framework, terminology, tools and methods to identify, assess and address risks in a consistent manner. Risk scenarios at the plant level fall into three categories:

- Risks from natural disasters such as earthquakes or floods
- Plant risks such as the failure of key machinery or electricity
- Business continuity risks

As a result of regular risk assessments, we have identified a large number of key points and checked for their effectiveness. Preventive maintenance, spare parts management and contingency planning are among the most important risk mitigation factors. Technical safeguards, proper warehousing and the increasing flexibility of our supply chain, also mitigate the risks mentioned.



Anti-Corruption and Whistleblowing

KIRCHHOFF Automotive is aware that employees may be exposed to bribery attempts in global business operations. We do not tolerate such practices in our relations with internal or external stakeholders. Therefore, KIRCHHOFF Automotive acts to eliminate the risk of corruption from everyday business.

Ethical behavior is prescribed and demonstrated at management level:

„Corruption is a complex process because it takes many forms. To counter it, we therefore have to take action in many forms. It is crucial to raise our employees' awareness of conflicts of interest and to build a corporate culture based on integrity and transparency. A firm commitment to ethical business practices and zero tolerance for any attempts at corruption are of utmost importance in the fight against corruption.“

Janusz Sobon

As part of its compliance risk assessment, KIRCHHOFF Automotive undertakes regular corruption risk assessments at all its sites. No corruption risks were identified during the reporting period.

Whistleblowing

KIRCHHOFF Automotive encourages employees, business partners and other stakeholders to report suspected compliance violations. A corresponding policy guarantees all potential whistleblowers a secure communication channel, “We treat all information confidentially, protect the identity of whistleblowers and ensure that there is no retaliation.” Our whistleblowing system is also open to external parties; they can contact our ombudsman, a lawyer.

All employees and members of our governing bodies can easily access the Vision and Values, Code of Conduct, and Anti-Corruption and Whistleblowing policies at any time. They are available on our internal intranet in all local languages where we have facilities. Suppliers must also comply with a supplement to our Code of Conduct, which has been designed specifically for them. We have informed all suppliers about KIRCHHOFF Automotive principles. In the reporting period, our company was not involved in any proceedings relating to corruption or antitrust violations.



Whistleblowing

— If you know about an incident that breaches ethical principles established in the KIRCHHOFF Automotive Code of Conduct, other Company policies and procedures, or violates the law, you can report it using the proper communication channels available.

RAISING THE ISSUE:

1. Honest and open communication at KIRCHHOFF Automotive is fully supported; therefore staff are advised to report issues to their **direct superior** at first.
2. If someone does not want to report the Whistleblowing to their direct superior, or they already did but did not receive any feedback, they can report the case to:

Compliance Delegate – local issues
 ☎ +1 248 247 3755
 ✉ compliance.usa@kirchoff-automotive.com

Global Compliance Expert – corporate issues
 ☎ +49 15117275269
 ✉ compliance@kirchoff-automotive.com

KIRCHHOFF Automotive assures no reprisal as a direct consequence of irregularities disclosed in good faith, and guarantees staffs' personal data protection according to binding law.

More information on **Whistleblowing** and **Personal Data Protection** can be found on KINET and KiAPP.



KIRCHHOFF
AUTOMOTIVE

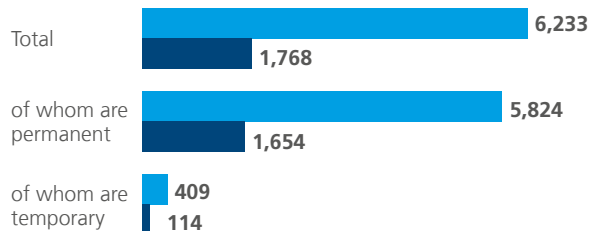
The internal poster contains all information about whistleblowing at KIRCHHOFF Automotive. The [contact details for the ombudsman](#) are also available on the company website.

Employee Structure

Committed and well-trained employees are the most important success factor of KIRCHHOFF Automotive. We offer employees internal career and development opportunities so that every employee can make the most of their potential. Together, our employees on three continents bring the Company's vision to life: WE.MOVE.FUTURE.

At the end of 2020, around 8,000 people were employed at KIRCHHOFF Automotive. The vast majority had a permanent, full-time employment contract. The available data was collected individually from all facilities for the 2020 financial year and then amalgamated together.

Employees
by gender and employment type



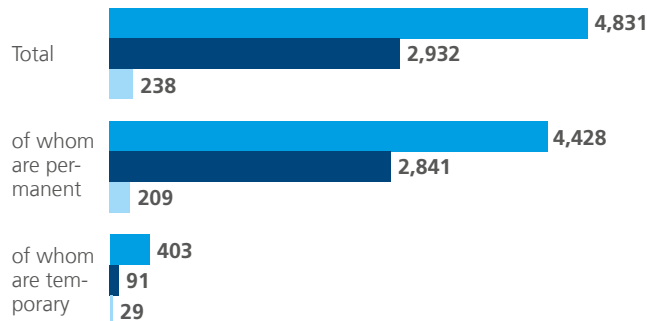
■ male ■ female

Our Approach to Gender Equality

Workforce diversity and equal opportunities regardless of gender, origin, age, and religion and life style, are central components of sustainable development here at KIRCHHOFF Automotive. This includes in particular, equal opportunities and advancement for women.

In 2018, 14.3 percent of employees in senior and middle management were women. KIRCHHOFF Automotive would like to at least maintain this proportion and, at best, increase it. To achieve this for example, we pay attention to a high proportion of women internships and working-student contracts.

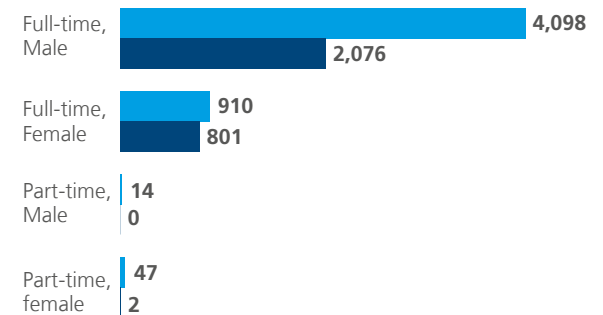
Employees
by region and employment type



■ Europe ■ North America ■ Asia

As part of our global talent management strategy, we promote women and men equally. As a company that is primarily characterized by technical job profiles, we take into account both industry-specific factors and the current proportion of women in the workforce, when setting our targets for the advancement of women.

Employees
by working hours, gender and region



■ Europe & Asia ■ North America

Collective Bargaining and Employee Participation

Collective representation of employees' interests has always been an important factor at KIRCHHOFF Automotive. This is reflected in, among other things, our commitment to collective bargaining. For example, 38 percent of our employees worldwide are subject to regulations on pay and working hours that have been collectively negotiated by representatives of employees and employers. In Europe/Asia the figure is 40 percent, and in North America 34 percent. These agreements include both internal and external participants, for example involvement of union representatives.

The Kirchhoff family has long been committed to social partnership between employers and employees. Arndt G. Kirchhoff, Chairman of the Advisory Board of the KIRCHHOFF Group, is, among other things, President of the North Rhine-Westphalia Federation of Business Associations. As President of the North Rhine-Westphalian employers' associations for the metal and electrical industries, he leads collective bargaining for the sector. His father, the late Dr. Jochen F. Kirchhoff, was active in the same functions for decades.

Bringing Employees Along

In addition to wage and salary negotiations, representatives of KIRCHHOFF Automotive's management also meet with employees or their representative bodies. This regular exchange is about providing support for important problems as well as information about the current situation and strategic changes at the company.

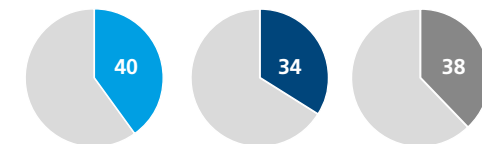
Most recently, the shift towards electric mobility - and therefore the future position of KIRCHHOFF Automotive in the supply chain - has been a particular concern for our employees. The plant managers at our locations addressed these concerns as part of a strategy day. They presented forecasts for the global development of electric mobility as well as the lightweight products that the company has developed specifically for electric vehicles.

KIRCHHOFF Automotive also actively involves its employees when shaping the company. They can submit ideas for improvements to production processes via the suggestion system; the best ideas are awarded with prizes and implemented. In this way, we have already been able to create significant change within the organization with our employees.

Employees Covered by Collective Bargaining Agreements



Share in Percent



■ Europe ■ North America ■ Total



Education and Training

KIRCHHOFF Automotive sees its employees as partners and competitive advantages that can hardly be overestimated. Machines can be bought; people must be found and retained. That is why our human resources policy is aimed at long-term employment and talent development. We believe that motivated and qualified employees contribute to the sustainable development of the company and its environment.

As a global acting company, we benefit from the diversity of our workforces: their different cultures, their approaches to problems, their innovative ideas and decision-making processes. That is why we offer employees a wide range of development opportunities at all our sites.

Our Development Programs

• Employee Development Process (EDP)

The EDP helps identify the development needs of all employees. It identifies core and job-specific competencies and annual development goals. Each employee has at least one annual EDP discussion with their supervisor and receives an individual development plan.

• KIRCHHOFF Automotive Talent Education (KATE)

KATE standardizes both the selection of potential candidates and their development program. The program targets employees who are aiming to grow into a management role or a specialist career. The KATE process focuses on employees at the first career stages who have the potential to grow at KIRCHHOFF Automotive.

• Local Leadership Development Program

This program is aimed at all managers (team leadership and above) and those who will assume leadership responsibilities within the next six months. The program consists of six modules that teach what is expected of a leader at KIRCHHOFF Automotive.

• KIRCHHOFF Automotive Academy

A global program that standardizes training material content for each department. The Academy also drives the availability of standardized e-learning materials.

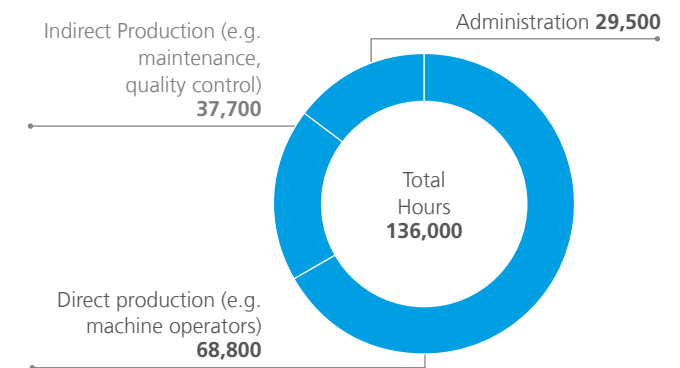
• Tuition Reimbursement

Partial course fee reimbursement is a country-specific offer from KIRCHHOFF Automotive. It supports employees' continuing education and helps them enroll in courses or programs that improve their job-related skills.

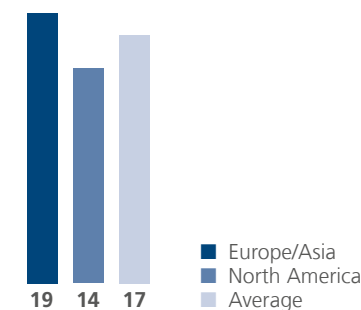
Continuing Education Hours

Percentage of Employees Who Have Undergone Further Training

100 %



Hours Per Employee



100 %

of employees at KIRCHHOFF Automotive receive regular performance and development reviews.

The COVID-19 Pandemic

For KIRCHHOFF Automotive, the COVID-19 pandemic was a defining event of 2020. In addition to dealing with the economic consequences the crisis caused, the health and safety of our employees was and still remains our top priority.

Management reacted early and decisively to the virus and took measures to prevent its spread at the plants. A cross-functional team organized mandatory protective measures worldwide, which the sites were able to adapt for their specific regions. In doing so, KIRCHHOFF Automotive always followed the applicable regulations at our sites. COVID-19 protection measures included restrictions on business travel, entry controls,

installation of plastic protective barriers, improved cleaning and disinfection systems, and the use of face masks.

As of the end of 2020, 37 KIRCHHOFF Automotive employees had contracted the corona virus - with a few exceptions outside of the company. At this point, we would like to thank all employees for having adhered to the COVID-19 rules and for continuing to do so, so that the virus does not spread further at the plants or in private.



COVID-19 Mandatory Rules Plant Operations



Physical Distancing: Maintain 2m (6ft) apart from all persons. Momentary 1m (3ft) pass-by is accepted.



Masks: Must be worn at all times inside the building except at workstations where physical distancing is maintained but not in an enclosed space.



Cleaning / Disinfecting of commonly touched surfaces at your machine prior to starting work (e.g. HMIs/Panel views, Hydra/SAP terminals, activating swipes). Clean Hydra/SAP terminals if you were not the last person to touch the terminal.



Illness Reporting: Immediately inform your Manager if you have any virus symptoms or have been in contact with someone that is confirmed positive or has medically suspected symptoms.

Occupational Health and Safety Protection

Apart from the COVID-19 pandemic, the key figures for occupational health and safety at KIRCHHOFF Automotive for 2020 have improved compared to the previous year. Over the past two years, our sites have unified and standardized their reporting process on these topics. We report and investigate any accidents and near misses as well as track down their causes. Our key indicators on occupational safety are based on the frequency and severity of accidents and the results and findings of audits. We define „reportable“ as accidents during work-related activities for which employees need to seek external medical assistance.

Accident Report 2020

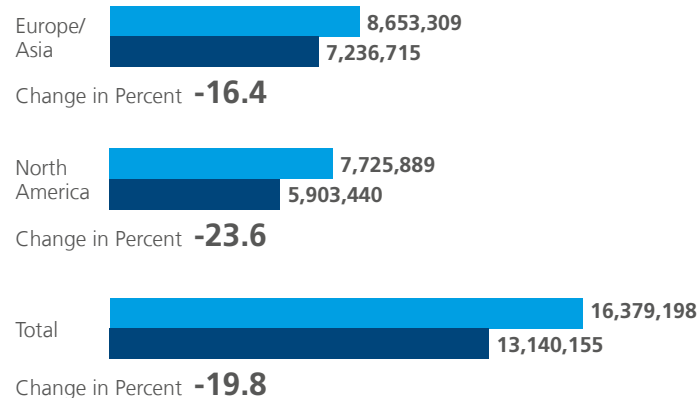
Due to the economic consequences of the COVID-19 pandemic, KIRCHHOFF Automotive employees worked almost 20 percent fewer hours in 2020. The reportable accident rate however, fell even more significantly, by 23 percent. We are pleased to report that eleven of our production sites were below the company average including Gliwice and Mielec (Poland), Craiova and Pitesti (Romania), Suzhou (China), Aurora and North York (Canada), Lansing and Waverly (USA), and Querétaro and Puebla (Mexico). In 2020, our plant in Puebla passed the mark of 1,000 working days without a

reportable accident, and at our two sites in Romania, there have been no reportable accidents at all to date.

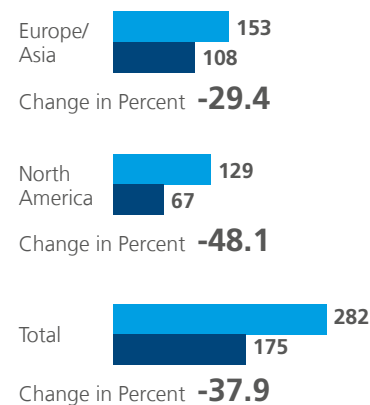
The attentiveness and commitment of our employees, supervisors and managers, especially the health and safety officers and committees, are responsible for these great figures. Their success is also reflected in the fact that nine of our European sites already have their occupational health and safety certified to ISO 45001 (as of the end of 2020). Four more plants are aiming for this certification in 2021.

Health and Safety at Work

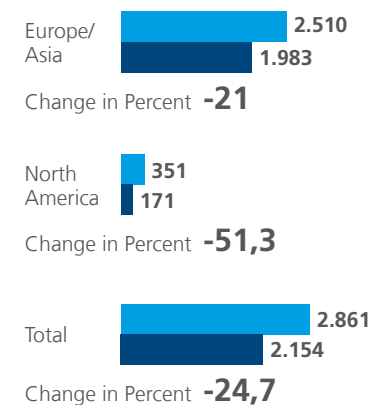
Working Hours



Reportable Occupational Accidents



Days of Absence Due to Accidents



■ 2019 ■ 2020

Memberships

KIRCHHOFF Automotive and the Kirchhoff family are involved worldwide in initiatives, organizations and associations that support business, the environment and society. These memberships are valuable for the exchange of experience and knowledge and help ensure the sustainable development of the company.

Selected Memberships

Confederation of German Employers' Associations (BDA)	Automotive Center Südwestfalen (acs)	RWTH Aachen Uni-versity	automotive thuringia eV (at)
American Society of Employers (ASE)	Atlantik-Brücke	European Research Association for Sheet Metal Working (EFB)	Silesia Automotive & Advanced Manufacturing Cluster (SA&AM; Poland)
The Federation of German Industries (BDI)	American Chamber of Commerce in Germany (AmCham)	Associa-tion of Metallurgical and Metalworking Industries of Portugal (AIMMAP)	East Automotive Alli-ance (EAA; Poland)
German Association of the Automotive Industry (VDA)	German Committee on Eastern European Economic Relations (OA e. V.)	German Association for Welding and AI-lied Proces-ses (DVS)	Märkischer Employ-ers' Association (MAV)
Research Association for Automotive Technology (FAT)	UN Global Compact	German Professional Association for Mate-rials Management, Purchasing and Lo-gistics (BME)	Employers' Associa-tion for the Dis-trict of Olpe eV (AGV Olpe)
Association of Steel and Metal Proces-sing Industry (WSM)	Chambers of Com-merce and Industry in Ger-many, Portugal, Poland, Hungary and Romania	Polish Chamber of the Automotive Industry (PIM)	Irish Business and Employers Confeder-ation (IBEC)
Sheet-metal Forming Industry Association (IBU)	German Chambers of Commerce in Ireland, Spain and India	Association of Automotive Suppliers; Portugal (AFIA)	
Precision Metal Forming Association (PMA; USA)	Fraunhofer Center for International Management and Knowledge Economy (Fraunhofer IWM)	Association of the Hungarian Automotive Industry (AHAI)	



WE.MOVE.FUTURE

Environmental Sustainability



Energy and Water Consumption

Environmental responsibility is an important value for KIRCHHOFF Automotive. We are committed to environmental protection and resource conservation. We also aim to manage and develop our company in a way that is not only economically but also environmentally and socially sustainable.

All our plants have environmental management systems that are ISO 14001 certified. At eight of our plants, energy management is also certified to ISO 50001. In the past two years, KIRCHHOFF Automotive has increased the standardization of reporting environment-related key figures. Global standards now exist for energy and water consumption as well as CO₂ emissions. We are currently refining the reporting on waste disposal.

Resource Consumption Impact

The economic consequences of the COVID-19 pandemic and plant closures have helped to reduce our resource consumption. At the same time, each KIRCHHOFF Automotive plant is making further efforts to conserve energy and water.

Electricity consumption fell by 12 percent due to lower capacity utilization, the plant closures, and energy efficiency measures implemented at our plants. For example, we are increasing the use of LEDs for lighting and have expanded the automatic shutdown of unused machines.

We use **natural gas**, among other things, to heat our plants, for hot stamping and for the coating lines. The bottom line here was a decrease of 17 percent.

There was also significant drop in the consumption of **propane and diesel**. In addition to the COVID-19 factors, optimization of the material flow in-and-between the plants contributed to this consumption drop. For example, we have expanded the capacity of the presses at some sites so that less material has to be delivered from other plants.

We use **water** at all sites for washrooms, cafeterias, cleaning and cooling. Water consumption is particularly high in the production plants where hot stamping and coating (e-coating) are carried out. The 15 percent reduction in water consumption is explained not only by the pandemic, but also by local water-saving measures and a product change at our plant in Dallas/USA.

Energy Consumption by Energy Source

Electricity in Megawatt Hours



Change in Percent **-12**

Natural Gas in Cubic Meters



Change in Percent **-17**

Propane in Liters



Change in Percent **-29**

Diesel in Liters



Change in Percent **-43**

Water Consumption

Water Consumption in Cubic Meters



Change in Percent **-15**

■ 2019
■ 2020

CO₂ Emissions

Since 2020, KIRCHHOFF Automotive has been developing a strategy to reduce CO₂ emissions with the support of its owners. As our first working target, we have determined that KIRCHHOFF Automotive wants to be climate-neutral by 2045.

To achieve this, we have formed cross-site working groups to identify further CO₂ reduction measures. In addition, the group is assigned with gathering a more detailed understanding of the other indirect emissions generated as part of our operating activities and in our supply chain (Scope 3).

Since 2012, KIRCHHOFF Automotive North America has been reporting the CO₂ emissions of their plants to the Carbon Disclosure Project (CDP). In 2018, we also included the sites in Germany in our CDP report, and finally, since 2019, all plants worldwide have been included.

Carbon Footprint 2020

For the reporting period, the consequences of the COVID-19 pandemic helped to reduce CO₂ emissions at KIRCHHOFF Automotive sites. Due to lower energy consumption, direct emissions fell by 19.5 percent compared to the previous year. The 19.3 percent reduction in indirect emissions is additionally due to the fact that we used more electricity from renewable sources at some locations. For example, our plant in Figueruelas/Spain, purchased 100 percent green electricity.

On the other hand, CO₂ intensity, measured in CO₂ emissions per 1 million euros of sales, increased by 10 percent in the year under review. Our revenues fell as a result of the pandemic, but at the same time, most of our plants remained in operation. This was the only way we could fulfill orders for spare parts, implement our COVID-19 protection measures and employ as many people as possible, for example for cleaning work and improvement projects.

Back in 2013, our North American sites set themselves the target of reducing their CO₂ intensity by an average of 1 percent per year by 2020 compared to 2013. They have significantly exceeded this target. In the reporting year, the CO₂ intensity in the North American division was 43.1, compared with 59.1 in the base year - a reduction of 27 percent.

CO₂ Emissions in Tons

Direct Emissions (Scope 1)



Change in Percent **-19.5**

Indirect Emissions (Scope 2)



Change in Percent **-19.3**

Total



Change in Percent **-19.4**

Emission Intensity

in Metric Tons of CO₂ per 1 million Euros of Sales



Change in Percent **10**

■ 2019
■ 2020

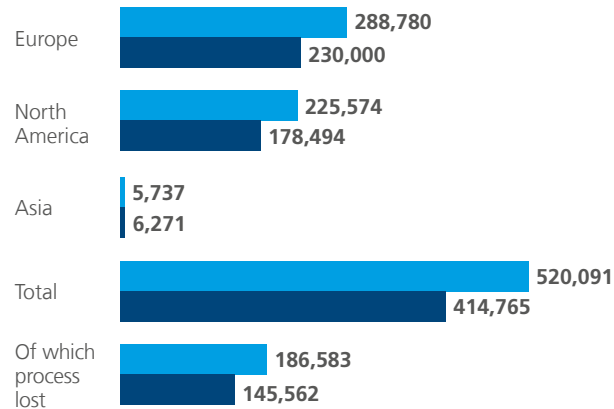
Raw Materials

KIRCHHOFF Automotive's products are mainly made of recyclable steel and aluminum. Especially when it comes to steel, the automotive industry is already approaching a closed-loop economy; worldwide, 90 percent of the steel used in the industry is recovered. The more frequently steel is recycled, the better its eco-balance. Another advantage to using steel is that it is one of the few materials that does not lose any of its properties during recycling. Melted down and reprocessed steel is of the same high quality as virgin steel.

In the reporting period, consumption of steel and aluminum at our plants decreased by 20 percent due to order situations. The proportion of scrap remained virtually unchanged. We sell this material to recycling companies, which reprocess it and return it to the production cycle.

Raw Material Input* and Process Loss in Tons

Raw Material



■ 2019 ■ 2020 * Steel and Aluminum



Our CO₂ Reservoir

The KIRCHHOFF Group looks back on more than 235 years of company history. The founding year of the parent company Stephan Witte in 1785 is more than history for us: it also stands for the future. Since 2020, as part of our KIRCHHOFF Culture Life initiative (see p. 28), we have been gradually planting 1,785 trees at each of the KIRCHHOFF Automotive sites and the other companies in the Group - as a CO₂ reservoir and visible symbol of our commitment to sustainability.

In 2020, the sites in Germany: Iserlohn, Osterholz-Scharmbeck, Attendorn, Mainz, and also Gliwice/Poland, kicked things off. In the reporting period, 7,220 trees were planted. In 2021, we continued the campaign in Poland, France, Italy, Hungary, Portugal and Romania. Originally, the planting was planned as an event for all employees, but during the pandemic we had to reduce the number of participants. Thomas Kirchhoff, Cultural Officer of the KIRCHHOFF Group and initiator of the project, is always involved but other members of the Kirchhoff family do not miss the opportunity to take up spades and seedlings themselves.

Together with the local community members, the KIRCHHOFF Group identifies suitable areas for the new trees. When selecting these trees for the future, we pay particular attention to ensuring that they are suitable for the changing climate conditions.



Tree planting in Gliwice/Poland (top) and in Iserlohn/Germany (bottom). Also present: Thomas Kirchhoff, initiator of the project and responsible for KIRCHHOFF Culture Life (bottom picture 1.), the CEO of KIRCHHOFF Automotive, J. Wolfgang Kirchhoff (bottom picture, 2nd from r.), with his wife Friederike (r.) and Iserlohn forester Julia Borghoff.



Social Sustainability



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Our Foundation

Social commitment has a long tradition in the KIRCHHOFF Group. For the sustainable development of our sites, it goes without saying that we are committed not only to jobs, but also to local society, the environment and culture. Dr. Jochen F. Kirchhoff, who passed away in 2019 and was Chairman of the Advisory Board of the KIRCHHOFF Group for many years, said it best: „A company is not a private event. It has a social obligation.“

We practiced corporate social responsibility at KIRCHHOFF Group long before the term even existed. For example, at the start of the Group with the Stephan Witte company, a company health insurance fund for employees and their dependents was established as early as 1855 - 16 years before Bismarck's social legislation. In 1914, Dr.-Ing. e. h. Friedrich Kirchhoff made his first donation to the city of Iserlohn, the ancestral home of the family and the group of companies. This foundation initially supported the poor, war patients and the relatives of prisoners of war. After the end of the First World War, the focus of the foundation's work changed. For example, capital was used to fight tuberculosis, to support schoolchildren and trainees on language courses

and trips abroad, and for wheelchair users and people with severe disabilities. Another foundation, this time administered by the family, was added in the 1940s. It granted aid to company employees and their dependents in emergencies such as illness, death and unemployment.

Establishment of the Dr. Kirchhoff Foundation

Dr. Jochen F. Kirchhoff, grandson of Friedrich, consolidated both foundations in 2009 to form the Dr. Kirchhoff Foundation. KIRCHHOFF Automotive now manages the foundation, but the city of Iserlohn can use 50 percent of the foundation's interest income for its own charitable purposes. In the year under review, the Dr. Kirchhoff Foundation donated a total of a mid-five-figure sum to various recipients, from church congregations to sports clubs.

Above all, there is the family's self-proclamation, as described by Dr. Jochen F. Kirchhoff on the occasion of the foundation's establishment:

„[There are many things] that are more important than economics; namely family, community, town and country, clubs, etc. Or in summary the human, religious, ethical, and cultural in general. It is true that cannot exist without the economy, but it serves only to provide and to create the foundation and the material conditions to be able to live in dignity.“

Dr. Jochen F. Kirchhoff

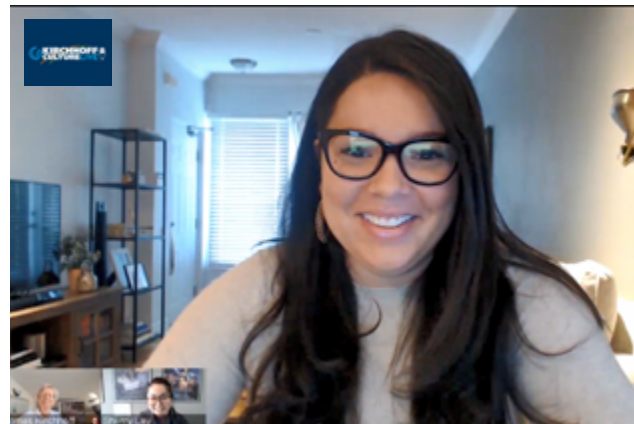
Dr. Jochen F. Kirchhoff, 1927–2019



KIRCHHOFF Culture Life

„Feel good, be amazed, listen, enjoy and participate“ is how J. Wolfgang Kirchhoff, Chairman of the Management Board of KIRCHHOFF Automotive and co-initiator of KIRCHHOFF Culture Life (KCL), put into words the objective of the culture initiative. KCL is intended to shape the corporate culture at our company in the best sense of the word.

Since its inception in 2017, there have been painting activities, competitions, concert and exhibition visits, read-aloud evenings, cooking events, musical and sports participation opportunities, and much more for the Company's employees. Our tree planting events (see p. 25) are also the result of a KCL initiative. The creative mind behind the varied program is Thomas Kirchhoff, cousin of J. Wolfgang Kirchhoff. He is a university professor and one of the world's most renowned classical guitarists; launching the „Guitar Symposium“ festival in Iserlohn.



Culture Live with Culture Life

In the first COVID-19 lockdown in spring 2020, KIRCHHOFF Culture Life temporarily became KIRCHHOFF Culture Live. Since many in-person events had to be canceled, the initiative moved to the KIRCHHOFF Automotive intranet. Together with the Communications and Marketing department, KCL fans and initiators launched a daily livestream. For three times a week, two moderators presented a mixture of interviews, musical segments, cultural tips and competitions - all in 30-minute streams. The broadcast was recorded so that employees at all locations worldwide had the chance to watch the livestreams. In the weeks between mid-March and the end of April 2020, the service reached several hundred viewers every day.

„We wanted to show that we don't leave our employees alone in the time of a crisis,“ says cultural officer Thomas Kirchhoff.



During the stream, employees shared insights into their everyday life during COVID-19, and those who had questions for the management could ask them via the chat function. In addition to keeping in touch, KIRCHHOFF Automotive is always concerned with providing transparent information about the effects of the crisis and conveying confidence to employees. The livestreams are to be continued in 2021. If the COVID-19 situation permits, the team plans to travel to various KIRCHHOFF Automotive locations and broadcast live from site.

Our Local Commitment

KIRCHHOFF Automotive and its employees, are committed to society and the environment at our locations worldwide. „Our visions and values are not just on paper, but are expressed in many different actions,” emphasizes J. Wolfgang Kirchhoff, CEO of KIRCHHOFF Automotive. Overall, we have supported more than two dozen initiatives in recent years, for example through employee participation or volunteering, as well as donations in kind. Our aim is always to give something back to the local communities and to be more than just an employer. Some exemplary commitments include:

Santa Claus Campaigns, Romania



Our employees in Romania like to celebrate Santa Claus and pack packages for people who are in need during the holiday season. For example, our team in Pitesti/Romania, supported a needy family in a neighboring town with food, clothing



and toys, while our colleagues in Craiova gave two families a Christmas surprise. „Christmas is not just about wish lists and festive meals. It should be more about gratitude, compassion and giving,” say Alexandra Oancea and Corina Manda, management assistants in Romania and organizers of the campaigns. „We were able to bring much, much joy to the children’s faces. But also the hope that their lives can get better.”

Christmas Wish Tree, Iserlohn/Germany

Every holiday season, Iserlohn erects a Christmas tree in the city center on which children from needy families can hang their wish lists. KIRCHHOFF Automotive collects some gift wishes, which employees from our regional sites then fulfill.

Helping Children in Need, Querétaro/Mexico

In Mexico and many Latin American countries, January 6 is the most important Christmas holiday. On Día de los Reyes Magos, children receive their gifts from the ‘Three Wise Men’. This is also the case at our site in Querétaro/Mexico. At the plant in 2020, KIRCHHOFF Automotive joined forces with the local charity „Centro de Orientación e Información de VIH/Sida” (COIVHIS) to give presents to children infected with HIV. COIVHIS specifically supports HIV-positive children from low-income families who are frequently exposed to discrimination and health risks.



COVID-19 Pandemic Support

Querétaro/Mexiko

Charitable organizations and institutions in Mexico have been hit hard due to the COVID-19 pandemic. They lack government grants to provide for all those in need. This makes the commitment of society and business all the more important. Since the outbreak of the pandemic, our plant in Querétaro has helped four social institutions cope with the COVID-19 aftermath. We have donated disinfectants, masks and protective suits to a women's and children's hospital so that staff can protect themselves and patients while providing the best possible care for those suffering from the coronavirus. Another pediatric oncology hospital also received protective masks from the plant.

The KIRCHHOFF Automotive team has particularly close ties to two local children's homes. The first, Santa Rosa de Lima, a children's home with an attached boarding school for currently 23 girls, had already received school backpacks and cleaning supplies, among other things, from our employees before the pandemic. After the COVID-19 outbreak, the KIRCHHOFF Automotive plant then donated a barrel of disinfectant (see photos). The next home, the San Pablo facility, is home to children and adolescents with mental and physical disabilities, who are often cared for and nurtured there into adulthood. In addition to medical supplies and food, KIRCHHOFF Automotive also supported San Pablo and its 75 residents with masks and disinfectants during the pandemic.



Heart & Stroke Big Bike, Aurora/Canada



Raising money, creating awareness, saving lives – that is the idea behind the Heart & Stroke Foundations Big Bike. The Canadian organization uses a variety of activities to raise funds for better research, diagnosis and treatment of heart disease and stroke. The Big Bike is a particularly high-profile event, which a team from KIRCHHOFF Automotive at the Aurora site participated in. The „ticket“ for each of the 30 passengers on the giant special bike was to collect at least \$50 Canadian in donations for the Heart & Stroke Foundation. Their reward: a team event that rewards exercise with fun and social engagement. The focus of the charity bike ride was to raise awareness of heart disease and stroke in women: it is a leading cause of death among women in Canada. At the same time, 53 percent of women have misdiagnosed heart attack symptoms, and two-thirds of clinical research on strokes focuses on men.

The first run of the Big Bike at the Aurora plant raised donations totaling more than \$8,500 Canadian. Due to con-

tact restrictions in the pandemic, the Big Bike is not currently running. However, the employees of KIRCHHOFF Automotive will continue their commitment to preventive health care.

Team Honda Week of Service, Waverly/USA

Our plant in the US state of Ohio is participating in the „Team Honda Week of Service“ volunteer campaign of our customer Honda. Employees of the vehicle maker and of suppliers such as KIRCHHOFF Automotive, volunteer their time to support local environmental, sports, cultural and social initiatives. During the recent „Week of Service,“ our Waverly team took care of the environment by collecting trash and litter along streets and in areas around the plant. This resulted in collected bags of discarded waste that could be disposed of properly.

Promoting Young Talent, Germany/Poland/Canada

As a company in the metal and electrical industry, KIRCHHOFF Automotive relies on qualified and motivated young people, especially in the fields of mathematics, information technology, natural sciences and technology. This is why we are involved in worldwide initiatives that introduce young people to the opportunities in our industry and more specifically, at our company. Every year, our main plant in Attendorn/Germany participates in Girls' Day (photo), which gives girls an insight into professions that are dominated by men – since being in automotive manufacturing. For one day, trainees, instructors and the HR department present various technical occupational fields to the participating female students and answer their questions.

Our sites abroad are also committed to promoting young talent. In Mielec/Poland, KIRCHHOFF Automotive is involved with the local Leonardo Academy initiative. Together, we offer children and young people opportunities to learn about technological topics such as robotics, IT and aeronautical engineering, which in our opinion are neglected in public schools. In this way, we help the participating students gain valuable knowledge for the occupational fields of the future. Our plant in Waverly/USA, has a partnership with the regional Career Technology Center (CTC). There, young people undergo two-year training courses in occupational fields such as technology, nursing, business administration and catering. Our site is involved, among other things, with guided plant tours and learning content for the CTC students. As a result, numerous graduates have already started their careers in various areas of production and administration at KIRCHHOFF Automotive Waverly.



KiCoKids, Attendorn/Germany

With our KiCoKids company kindergarten in Attendorn, we support employees with childcare. KiCoKids opened on July 1, 2011 and offers bilingual (German/English) care for currently 30 children. The kindergarten is open year-round and has generous daily flexible care hours that are both family and employee friendly. Our employees can choose how many hours per week they would like their kids to be cared for at KiCoKids.







GRI-Inhaltsindex








This report is based on the guidelines of the Global Reporting Initiative (GRI), but does not meet all the requirements of the GRI reporting option „Core“. The overview shows which information presented meets which GRI standards.

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The 17 UN Sustainable Development Goals



The 17 global sustainable development goals of the 2030 Agenda, the Sustainable Development Goals (SDGs), are aimed at everyone: governments worldwide, as well as civil society, the private sector and academia.

Imprint

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KIRCHHOFF Automotive Holding GmbH & Co. KG
Stefan Street 2
D-58638 Iserlohn

Phone: +49 2371 820-00

E-Mail: info@kirchhoff-automotive.com

www.kirchhoff-group.com

www.kirchhoff-automotive.com

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KIRCHHOFF Automotive (all)