

# SUSTAINABILITY REPORT 2021



**wilo**

ABOUT WILO

The Wilo Group is one of the **world’s leading premium providers** of pumps and pump systems for the building services, water management and industrial sectors. In the past decade, we have developed from a hidden champion into a visible and **connected champion**. Wilo has **8,200 employees** worldwide today.

Our innovative solutions, smart products and individual services move water in an **intelligent, efficient and climate-friendly** manner. We are also making an important contribution to climate protection with our **sustainability strategy** and in conjunction with our partners. We are systematically pressing ahead with the digital transformation of the Group. We are already the **digital pioneer** in the industry with our products and solutions, processes and business models.

MARKET SEGMENTS



**BUILDING SERVICES RESIDENTIAL**  
We are a full-range supplier and customers’ first choice.



**BUILDING SERVICES COMMERCIAL**  
We are market, innovation and smart solution leader.



**OEM**  
We are the preferred partner for smart integrated solutions.



**WATER MANAGEMENT**  
We are global market player and digital solution provider.



**INDUSTRY**  
We specialise in selected sectors and applications.

NET SALES

**1.65**  
billion euro

With net sales of € 1,651.9 million, the Wilo Group set a new record in the past fiscal year. Net sales rose impressively by 13.8 percent.

EMPLOYEES

**8,200**

The employees of the Wilo Group are the foundation and the driving force behind its business success. Thanks not least to its exemplary approach, the genuine solidarity and the extraordinary commitment of all employees, Wilo is coping with the challenges of the coronavirus crisis extraordinarily well. Wilo employed 8,200 people on average around the world in the past year.

CAPITAL EXPENDITURE

**172.3**  
million euro

The Wilo Group also carried out forward-looking and strategically important investments in 2021. More than € 170 million was channelled into projects such as the construction and extension of new and existing sales and production locations, the modernisation and capacity expansion of production facilities and acquisitions. For example, new and state-of-the-art production and administrative buildings are being built in China, India and the US.

RESEARCH AND DEVELOPMENT

**71.0**  
million euro

Wilo intends to establish itself as the digital pioneer of the pump industry and set new standards as an innovation leader. Research and development are therefore traditionally a top priority at Wilo. Research and development expenses amounted to € 71.0 million or 4.3 percent of net sales in 2021.



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Oliver Hermes, President & CEO of the Wilo Group

# Foreword by the Executive Board

DEAR READERS,

2021, the year covered by this report, once again brought all of us major challenges. The coronavirus pandemic continued to claim its victims, weighing on the economy and society around the world. There was also mounting international tension, which in 2022 escalated to a level in Ukraine that none of us could have imagined or would have wanted to.

The violence and the suffering to which people in the middle of Europe are exposed is horrifying. As a company with operations in both Ukraine and Russia, we have a responsibility to do everything possible to protect and support our employees and their families. All Wilo employees who have fled Ukraine will be offered employment at subsidiaries in other countries to safeguard their income and a successful social integration. Also, the Wilo-Foundation is assisting in the humanitarian aid of SOS Children’s Villages, Habitat, Fundacja Happy Kids and Save the Children with donations for children and families.

Acting with determination

We are witnessing a turning point, stamped by protectionism and efforts to become self-sufficient, waning multinational cooperations and a regionalisation of value chains. This politically motivated decoupling of markets and supply chains can have devastating repercussions for the world economy and also for ecological developments.

Companies like the Wilo Group have to counteract this development, strategically and determinedly, with forward-looking entrepreneurship. This is true not least because of our social responsibility towards our more than 8,200 employees worldwide. We firmly believe that industry can do its part to help counteract the decoupling. Two concepts will play a central role in this: innovation and cooperation.

Achieving goals together

Climate change remains a major issue of our time. Global warming, water shortages and extreme weather events are challenges for which answers must be found. Wilo can make an immense positive contribution here with its highly efficient and sustainable products, systems and solutions. Wilo always has been and still is an energy efficiency pioneer. The Wilo Group uses innovative solutions, smart products and individual services to move the vital element – water. We use applications without which day-to-day life would be virtually impossible. Pumps and pump systems are an elementary component of critical infrastructures. They are indispensable in the running of residential and business properties, hospitals, residential homes, waterworks and sewage treatment plants.

In 2021, Wilo underscored its ambitious climate protection targets once again and signed the “Business Ambition for 1.5 °C”. In conjunction with the campaign by the Science Based Targets Initiative (SBTi), companies and organisations are pledging to reduce global harmful emissions to zero by 2050, thereby limiting global warming to 1.5 °C. Wilo is thus answering the call by various organisations, such as the UN Global Compact, and is committed to defining science-based emissions targets.

One step towards this is climate-neutral production. Wilo already achieved climate-neutral production at its German locations and in Laval, France, in 2021. All other locations around the world will follow in quick succession by 2025.

We are advancing pioneering, climate-friendly solutions together with our international network partners. At Wilopark in Dortmund, we are building the “H<sub>2</sub> Powerplant” – a hydrogen-based, safe, compact and sustainable energy system of the future. Wilo is thus creating a foundation for a self-sustaining, distributed and regenerative energy supply network and showing how industrial companies can make an essential contribution to climate protection and to sustainability with ground-breaking and technologically open solutions.

Yours,

Oliver Hermes  
President & CEO, Wilo Group



**Georg Weber**, member of the Executive Board & CTO of the Wilo Group, is responsible for sustainability management. His other areas of responsibility include Purchasing, Operations, Supply Chain Management, Research and Development and Quality.

# Sustainably Implementing Ambitious Goals

DEAR READERS,

**In conjunction with the sustainability strategy developed in 2018, Wilo has set ambitious goals and begun implementing a number of measures. By joining the Science Based Targets Initiative (SBTI) in 2021, we have once again underscored our commitment to sustainable thinking and action.**

The results and successes of the past year impressively show that we are making measurable progress towards achieving our goals:

- We have reduced Scope 1 and 2 emissions at our production sites by more than 20 percent as against the benchmark year of 2018. Moreover, the German locations and Laval (France) are already climate-neutral today.

- We completed an initial screening of our Scope 3 emissions, which confirmed that the emissions generated by the use of the Wilo products sold account for the largest share of our overall climate footprint. This is in line with Wilo's climate strategy. One of our most important goals is to develop highly efficient products and to market them in order to make a significant contribution to reducing emissions.
- We have stepped up our ecodesign strategy activities in the past year. An interdisciplinary team analysed the key environmental impacts along the life cycle of the Wilo-Stratos MAXO. The results were compiled in an Environmental Product Declaration (EPD) and verified by an independent body.
- The German Supply Chain Due Diligence Act was passed in 2021 and a draft exists for a European law. The core elements of human rights due diligence have been implemented in our supply chain for many years already. This has been supplemented by a systematic risk analysis and corresponding management of activities.
- We are investing intensively in the expansion of our reuse and recycling activities. 53,500 components have been reused thanks to the international expansion and optimisation of our recovery processes. The possibilities of magnet recycling are a key area. This enabled us to keep more than 22,500 magnets in circulation in 2021.

- One highlight was making it through to the final group for the German Sustainability Award for Design 2021 with our Wilo-Rexa SOLID-Q smart sewage pump. We also received the Ecovadis Gold Label.

These successes are based on the cooperation of Wilo employees all over the world. On the one hand, there is our Sustainability Council, composed of representatives from all departments, which meets regularly, discusses current issues and promotes activities. Furthermore, there are the other more than 8,200 employees, who take responsibility in their day-to-day decisions and rethink existing processes. Campaigns such as Wilo Sustainability Week and the Sustainability Challenge have clearly illustrated this commitment.

Sustainability remains one of the major challenges of our age. Wilo is tackling it with ambition and determination.

Yours,

A handwritten signature in dark ink, appearing to be 'G. Weber', written in a cursive style.

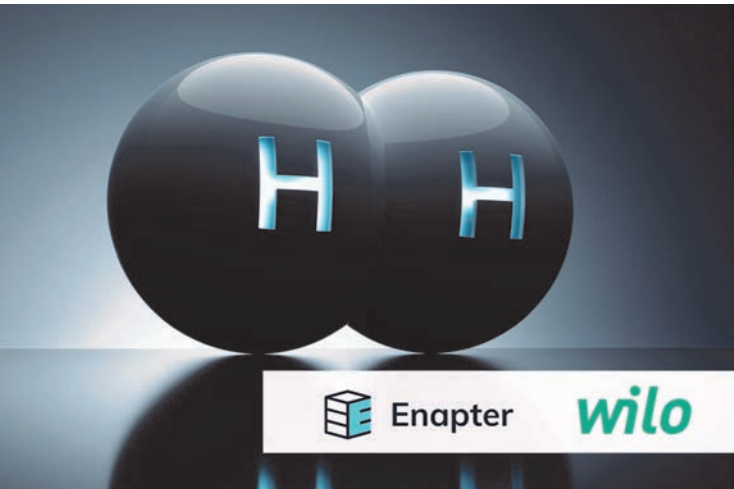
Georg Weber  
CTO, Wilo Group



# Building Bridges

## Together for a sustainable future

Wilo is a climate protection company. We are advancing pioneering, climate-friendly solutions together with our partners. We firmly believe that the challenges we are facing in climate change can only be overcome together. Global climate goals can only be achieved through multilateral, cross-border cooperation. We are building bridges between technologies, people and companies, and we had a number of successful projects and activities in 2021.



### Strong partner for innovative solutions

The Wilo Group and the electrolyser manufacturer Enapter agreed a cooperation in 2021. Enapter designs and produces highly efficient hydrogen generators. These are already in use in over 30 countries, mainly in Europe and Asia. The technology is based on patented anion exchange membrane (AEM) electrolysis. Enapter’s vision is to completely replace fossil fuels with green hydrogen and to make the latter more cost effective. The aim of the cooperation is to define possible areas of cooperation in the field of hydrogen and to create synergies from which both sides can benefit. For our new location in Dortmund, Wilopark, Wilo and Enapter are developing a safe, compact and sustainable energy system of the future. Before the end of this year, the H<sub>2</sub> Powerplant will go on stream at Wilopark as a pilot system.



H<sub>2</sub> Powerplant at Wilopark, Dortmund: safe, compact and sustainable energy system of the future.

### Employee engagement

The Wilo Sustainability Challenge took place in May 2021. It’s slogan was “Only together we achieve our full potential”. Throughout the month, high-profile events were organised where representatives from the worlds of business, science and politics provided insights into current sustainability issues such as the circular economy, net zero, hydrogen or the voluntary offset market. In total, more than 500 of Wilo’s employees around the world took part in the events. The aim was to raise

awareness of sustainable challenges and solutions, and thereby to create an incentive to submit ideas on how to improve existing Wilo processes. The success was huge: Approximately 200 sustainability ideas from all over the world were submitted on our WINGS Ideas platform over the month. A jury selected three winning projects that were then awarded prizes by our CTO Georg Weber.



The Solartainer provides energy for the ImpactSite quickly and effectively.

ImpactSite

The N'diob community is a pilot project for the future implementation of ImpactSites by the social enterprise Africa GreenTec in Senegal. Here, entire village communities in rural regions are supplied with electricity and equipped with modern technologies, thereby ensuring access to clean drinking water, among other things. The whole community also shares a green vision – spearheaded by its mayor and environmental activist Oumar Ba. N'diob wants to become a self-sustaining organic farming community, independent from imports. The basis for this is formed by energy solutions from regenerative sources and sustainable partners to build the associated value chains. The project receives funding from the Wilo-Foundation, which is working in particular for the electrification of primary schools and multiple households. The project receives further support in the form of technical solutions provided by the Wilo Group and, largely financially, from the German Federal Ministry of Economic Cooperation. The project received scientific assistance from the Technical University of Munich.

50 SUSTAINABILITY & CLIMATE LEADERS

A RACE WE CAN WIN



Climate leadership

As one of “50 Sustainability & Climate Leaders”, we have a special responsibility for global climate protection. In 2021, the Wilo Group signed the “Business Ambition for 1.5°C” pledge, a global initiative led by the Science Based Targets Initiative (SBTi). The Group is thus joining the international Race To Zero campaign, the aim of which is to actively accelerate the transformation to a low-carbon economy.

Climate partnership

In the past year, we embarked on a strategic partnership with Schneider Electric. The goal is to develop joint solutions for more efficiency and sustainability in the water and building sectors. The combined technologies and services of the two companies create end-to-end solutions for energy efficiency and water savings in sustainable buildings, municipalities and utility companies as well as in industrial water management. On the basis of the user experience jointly developed for Wilopark, Schneider Electric and Wilo are helping industries and buildings of the future to reduce their carbon footprint – by using innovative technologies, by integrating renewable energy sources and with better energy management.



Michael Ranft, SVP of the OEM strategic business unit of the Wilo Group, Philippe Rambach, SVP of Industrial at Automation Schneider Electric, Oliver Hermes, President and CEO of the Wilo Group, Alain Dedieu, President of the Water/Waste-water segment at Schneider Electric, Georg Weber, CTO of the Wilo Group, Hueseyin Aybar, International Account Manager for Schneider Electric (left to right) at the industrial conference organised by Wilo.

# Sustainability Strategy

## Overview of Wilo’s sustainability goals for up to 2025

WATER	ENERGY & EMISSIONS
We are facilitating better access to clean water for <b>100 million people</b> .	We are reducing CO <sub>2</sub> emissions by <b>50 million t</b> .
Increased provision of innovative water solutions: Annual growth rate <b>7.5 percent</b> . Expansion of smart water systems portfolio: Annual growth rate <b>35 percent</b> . Expansion of water programmes.	Energy savings through high-efficiency pumps: <b>1.8 TWh</b> per year. Increase in Energy Solutions projects: <b>10,000</b> projects per year. Expansion of Smart Products portfolio: Annual growth rate <b>15 percent</b> .
Reduction in drinking water consumption at Wilo’s sites: <b>20 percent</b> .	Reduction in CO <sub>2</sub> emissions at Wilo’s sites: <b>Climate-neutral production</b> .

Wilo has developed an explicit sustainability strategy on the basis of its Ambition 2025 corporate strategy and the identification of key issues. The central tenet of this strategy is to provide more people with clean water while simultaneously reducing the ecological footprint. A total of 18 goals have been formulated within four action areas.

MATERIAL & WASTE	EMPLOYEES & SOCIETY
We are reducing the consumption of raw materials by <b>250 t</b> .	We <b>act responsibly</b> towards employees and society.
Increase in the number of reused components: <b>30,000</b> items per year. Reduction in material consumption: <b>12 t</b> of copper per year. Increased use of reusable packaging: <b>100 percent</b> .	Promotion of local capacity development: <b>20</b> new training centres. Ensuring social compliance: <b>90 percent</b> training coverage. Ensuring a sustainable supply chain: <b>100 percent</b> risk coverage.
Increase in recycling rate at Wilo’s sites: <b>90 percent</b> .	Effective development programmes: <b>70 percent</b> of managers developed internally. Strengthening the culture of diversity: <b>20 percent</b> of management positions filled by women. Ensuring a safe working environment: <b>0</b> accidents.

# Sustainability Strategy

## Description of our goals and action areas

### WATER

Our strategic goal is to supply 100 million people with clean water by 2025. We will achieve this by implementing the following operating sustainability goals:

- We will increase the growth rate our innovative **water infrastructure** solutions by 7.5 percent per year. They help to supply more people with clean water.
- We will strive to grow our **smart water systems** by at least 35 percent per year, because we are convinced that connectivity, operational reliability and maximum efficiency are the key factors needed for saving more resources in the future.
- We are intensifying our commitment to **water programmes** as a sustainable water supply is only possible in cooperation with international partners.
- We will reduce **drinking water consumption** (by 20 percent to 2025) at our production sites, in particular through technologies for more efficient use, water purification and increased rainwater usage.

### ENERGY AND EMISSIONS

Our strategic goal is to reduce CO<sub>2</sub> emissions by 50 million tonnes by 2025. We will achieve this by implementing the following operating sustainability goals:

- We will achieve energy savings of at least 1.8 TWh per year thanks to our **high-efficiency pumps**. This will be achieved firstly due to ever greater demand for highly efficient products outside of Europe and secondly through increasingly efficient technologies. By 2025, this will result in a cumulative CO<sub>2</sub> reduction of over 50 million tonnes.
- We will increase the number of our **Energy Solutions** projects to at least 10,000 per year, as inefficient pumps will thus be systematically replaced by more efficient ones, providing a clear advantage for customers and the environment.
- We will expand our portfolio of **Smart Products**. Our goal is to achieve annual growth in net sales of at least 15 percent.
- We will strive to achieve **climate-neutral production** at our own sites by 2025 through efficiency measures, ecological energy procurement and investments in climate protection projects.

### MATERIAL AND WASTE

Our strategic goal is to consume 250 tonnes less material resources by 2025. We will achieve this by implementing the following operating sustainability goals:

- We will increase the **number of reused components** in our products to at least 30,000 per year. Keeping materials in circulation is the best way to conserve resources, so Wilo is investing intensively in the expansion of the corresponding processes.
- We will increase the **materials efficiency** of our products by at least 12 tonnes per year. At the moment, we are primarily looking at copper, cast and aluminium casting, which make up most of the weight of our products. New technologies will drastically reduce material requirements.
- We are reducing **packaging materials**. As a first step, we are focusing on increasing the use of reusable packaging in the inbound segment, where we are aiming for a share of 100 percent by 2025.
- We will increase the **recycling rate** at Wilo's sites. By separating materials, increasing the sourcing of recyclable materials and adopting reuse systems, we are planning to achieve a rate of at least 90 percent by 2025.

### EMPLOYEES AND SOCIETY

We are committed to acting responsibly towards employees and society. We will achieve this by implementing the following operating sustainability goals:

- We will promote **local capacity development** to empower people, organisations and societies to sustainably shape their own development. Our goal is to set up at least 20 capacity development programmes worldwide by 2025.
- We will ensure global **compliance** with all applicable laws and regulations. A key requirement for this is the regular training of all employees; we are striving for training coverage of at least 90 percent.
- We are committed to a **sustainable supply chain**. Our goal is to create transparency of the entire supplier portfolio and to ensure that 100 percent of suppliers comply with the basic principles of human rights.
- We will invest in the **development** and advancement of our employees. We see the internal recruitment of our managers as one measure of success. We are aiming for a rate of at least 70 percent.
- The appreciation and promotion of individuality and **diversity** will be given special attention. One indicator for real equality is the share of women in management positions, which we want to increase to 20 percent by 2025.
- We will promote workplace **health and safety** and have embraced “Vision 0” at all Wilo sites with the goal of achieving zero accidents and zero work-related illnesses.

In this action area, Wilo will make a significant contribution to SDGs 6, 9 and 11.




→ Section starting on p. 20

In this action area, Wilo will make a significant contribution to SDGs 9, 11 and 13.





→ Section starting on p. 32

In this action area, Wilo will make a significant contribution to SDG 12.



→ Section starting on p. 48

In this action area, Wilo will make a significant contribution to SDGs 8 and 17.



→ Section starting on p. 60

# Corporate Political Responsibility

Climate change is one of the prevalent issues of our age – and we are standing at a crucial turning point. The special report of the Intergovernmental Panel on Climate Change clearly states that global warming can only be limited to 1.5 degrees above pre-industrial levels if global greenhouse gas emissions are reduced to net zero by 2050.

In 2021, the Wilo Group signed the “Business Ambition for 1.5 °C” pledge, a global initiative led by the Science Based Targets Initiative (SBTi) which, in cooperation with the UN Global Compact and the “We Mean Business” coalition, is aiming to cut carbon emissions to net zero by no later than 2050. The Group is thus joining the international Race To Zero campaign, the aim of which is to actively accelerate the transformation to a low-carbon economy.

## The innovation and ambition of the private sector are crucial

“As one of the world’s leading providers of high-efficiency pumps and pump systems, we are making a key contribution in the global fight against climate change,” says Oliver Hermes, President and CEO of the Wilo Group. “We are actively working to achieve climate neutrality – both within our company and through associations and in conjunction with initiatives such as the Race To Zero campaign.”

The 26th UN Climate Change Conference (COP26) once again made it clear: We all have to do even more for sustainable development and global climate protection. Even before the climate summit, Wilo was sending a message in the fight against climate change, as one of 778 companies calling on heads of state and government of the G20 to take action to limit the average global rise in temperatures to 1.5 °C.

**“Climate neutrality is a top priority within the Wilo Group. We are therefore actively involved in associations and initiatives such as the Race To Zero campaign. As a climate protection pioneer, a green economy is our goal.”**

**Oliver Hermes**

But COP26 was not just a forum for political decisions – industry leaders also took advantage of the opportunity to discuss the climate agenda. As one of “50 Sustainability & Climate Leaders” at the “Vision 2045 Summit”, Wilo monitored the climate policy negotiations and discussed scalable and reproducible business solutions that support genuine system change.

Following the world climate conference, it is clear that businesses will play a decisive role in achieving the goals of the Paris Agreement and the Glasgow Climate Pact. “We have the innovation, the tools and the expertise to do this – what we need now is leadership,” says Oliver Hermes. The EU has placed the correct emphasis with the Green Deal.

## Businesses and politics cannot operate in isolation from one another

The digital transformation and climate change are the absolute top priorities for the future, says Oliver Hermes. The President therefore welcomes the political decision to launch a European Future Fund, which will give companies that focus on climate protection the chance to even better position themselves on the global markets. The products, systems and solutions that protect the climate are typically also those with the most digital intelligence. The aim of the European Future Fund is therefore to combine and coordinate the components of “climate protection” and “digital transformation”. However, the challenge now is to bring these to life and implement them as quickly as possible.

Whether in industry, transport or the heating sector: Our society needs green energy in all areas of life. To make this possible, we require a solution that is both carbon-free and capable of being stored and transported: hydrogen. It has enormous potential as an energy source for the future. Hydrogen is already more than a vision for the future at Wilo today. Many of the necessary technologies are already covered by the company’s core business.

The President and CEO of the Wilo Group emphasised the key significance of hydrogen for the competitive capability and energy-independence of the German economy. “To date, however, the approval channels are still too vague and too slow. Federal and state governments have to find a solution quickly to enable Germany to assume a leading position in this future technology,” demands Oliver Hermes.

**“As a global enterprise, we realise the necessity of working together across borders and generations in international cooperations in this context. This is the only way to ensure a sustainable path.”**

**Oliver Hermes**

## “Decoupling” is the counterdraft to multilateralism

Multinational cooperations are on the wane, alliances are crumbling, economic bridges between nations and thus politically different systems are being torn away. This is described as the decoupling of global developments.

However, global challenges such as climate change can only be overcome by working together, by thinking globally and by not resorting to national reflexes. The world today is facing unprecedented and interconnected ecological challenges. We need global cohesion if we are to adapt to the changing circumstances.

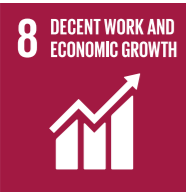
“As a global enterprise, we realise the necessity of working together across borders and generations in international cooperations in this context. This is the only way to ensure a sustainable path,” says Oliver Hermes, President and CEO of the Wilo Group.

# Our Contribution to the Sustainable Development Goals

The United Nations adopted the Sustainable Development Goals (SDGs) in 2015. The action plan describes the path to more prosperity and quality of life – while consuming fewer resources. Wilo aspires to help ensure a sustainable future. We are therefore also taking responsibility for the achievement of the Sustainable Development Goals. In 2018, the Executive Board of the Wilo Group signed the UN Global Compact, underscoring our commitment. As a result of its business activities, Wilo has a particular influence on the achievement of Goals 6, 8, 9, 11, 12, 13 and 17.



**SDG 6** – Clean Water And Sanitation: Our aim is to supply more people with clean water. Sustainability is firmly enshrined in Wilo’s core business. In this way, we are making a substantial contribution to Goal 6, which involves expanding activities and programmes in the area of water and sanitation between now and 2030.



**SDG 8** – Decent Work And Economic Growth: As a global employer, Wilo contributes to employment and economic growth in a large number of countries. Decent working conditions are just as self-evident as supporting and advancing employees worldwide.



**SDG 9** – Industry, Innovation And Infrastructure: We see ourselves as an innovation leader and digital pioneer in the industry. Goal 9 involves establishing robust infrastructures and promoting sustainable industrialisation and innovation. Wilo is contributing to this goal through the use of its environmentally friendly, highly efficient technologies and its innovations in the area of digitalisation.



**SDG 11** – Sustainable Cities And Communities: Urbanisation is one of the key developments of the 21st century. More than half of the world’s population lives in cities, and this figure is expected to rise to nearly 70 percent by 2050. At the same time, urbanisation is presenting serious challenges. Cities have an enormous ecological footprint. Wilo is using smart technologies to meet this challenge.



**SDG 12** – Responsible Consumption And Production: The world’s population is currently consuming more resources than its ecosystems can provide. So that social and economic development can take place within the limits of what ecosystems can handle, the way in which our society produces and consumes goods must undergo a fundamental change. Wilo works resource-efficiently and supports initiatives to promote the circular economy. Wilo wants to continuously reduce its use of primary raw materials by expanding its infrastructure for the returning and recycling of old products.



**SDG 13** – Climate Action: Climate change is a central challenge for sustainable development. The warming of the Earth’s atmosphere is triggering changes in the global climate system, which will make themselves felt in all areas of life. Wilo has always strived to optimise the energy consumption of its pumps. New technologies have consistently allowed it to be a market pioneer in terms efficiency. Through the use of highly efficient pumps, Wilo is helping pumps to use less energy and thus emit less CO<sub>2</sub> during their running time.



**SDG 17** – Partnerships For The Goals: The only way to achieve the sustainability goals is by working together. Companies, governments and other organisations will have to cooperate in order to increase the leverage of their respective contributions. For Wilo, partnerships are an essential function of business success. The expertise gained from working in networks is also used to collaborate on sustainability issues.



# WATER

22 Water Infrastructure

24 Smart Water Systems

25 Water Programmes

26 Water in Production and Processes

28 Reference: Dubai Metro

# Water Infrastructure

## Supplying more people with clean water

The uninterrupted supply of clean water for drinking, for agriculture and for industry has always been one of the greatest challenges to humanity. The growing world population and climate change are making this task even more challenging.



7.5%

Targeted average growth rate per year in innovative water infrastructure solutions.

With its smart pumps and systems, Wilo is helping to comprehensively and reliably cover the basic requirements of water infrastructure. Our goal is to offer innovative solutions to these infrastructure challenges of the future with an average annual growth rate of 7.5 percent, thereby improving access to water for more people and counteracting the effects of climate change.

We understand water infrastructure as all products related to the water cycle: from raw water intake and treatment to water supply to sewage removal and treatment. Sustainable water management does not just focus on the production and supply of drinking water. The disposal and treatment

of sewage are also of central importance. They help to manage the valuable resource of water efficiently and to avoid increased contamination. In conjunction with climate change, drainage and flood control are also becoming an increasingly important element.

Last year, we achieved strong growth of 15 percent with water infrastructure products. In the Middle East in particular and in China and India, Wilo has launched a number of projects to improve the water supply and sewage disposal. One example of this is the irrigation project in Tubachi-Baballeshwar, a region in the south of the state of Karnataka. Karnataka is one of the driest places in India. Rainwater is only available for three to four months of the year. Agriculture and economic development prospects are highly limited as a result. Following the construction of a pumping station, water is now pumped from the river to a reservoir during the wet season so that

it can be used at a later time. Thus, 36 villages were connected to a stable water supply. As part of the project, Wilo provided two metal spiral housing pumps, each of which pumps 19,800 m<sup>3</sup> water/hour, with a delivery head of 188 m and 94 percent efficiency.

This project has particular strategic significance for Wilo, as it opens up the market for spiral housing pumps and demonstrates what we are capable of in projects with a high delivery head and high water flow. Thus, a key milestone was achieved in Wilo's cold water campaign, and we have come another step closer to our goal of providing more people with clean water.

### Enhancing cold water expertise

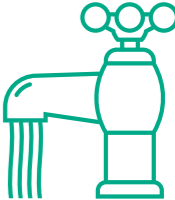
Wilo has developed and communicated a dedicated cold water campaign in the past year. Within the new campaign and in conjunction with its strategic long-term planning, Wilo is positioning itself as an expert in the cold water sector, thereby providing a holistic approach for a sustainable and safe water infrastructure. The campaign is aided by a number of product innovations, such as the Wilo-Atmos TERA-SCH, a highly efficient pump for the

municipal water supply, or the Wilo-Rexa SUPRA-V, a smart sewage pump for connected waste water systems.

### Acquisition of the ABIONIK Group

By acquiring the ABIONIK Group, we have expanded our portfolio in the water management market segment and augmented our strategy as a solution provider for water and sewage treatment. One product that is an example of this and that is explicitly geared towards the goal of providing more people with clean water is the PAUL water rucksack.

PAUL was developed in cooperation with Kassel University. It consists of a small and portable (23 kg) membrane filtration system that removes 99.99 percent of bacteria, viruses and other pathogens from polluted water without chemicals or electrical energy and that can even be operated by illiterate users in an emergency. Worldwide, there are more than 3,300 PAUL water rucksacks in 85 countries.



36

Villages in Karnataka, India, were connected to a stable water supply.



3,300

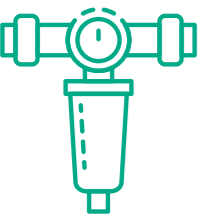
PAUL water rucksacks in use around the world.

Key sustainability indicator	2018	2019	2020	2021
Annual growth rate (%)	9	5	-5	15

# Smart Water Systems

## Smart, connected solutions for water management

When we talk about smart water systems, we mean pump systems for water management that have extensive control electronics and a high level of connectivity. This enables an intelligent connection between users and individual components of the water cycle, and is the key technology for future efficiency enhancements.



35%

Targeted annual growth rate in smart solutions.

Our goal is to launch smart solutions with an average annual growth rate of 35 percent smart solutions to meet the rising requirements of a sustainable water supply and climate protection.

Despite the coronavirus crisis, we expanded our smart product portfolio in the past year and achieved our goal. The key growth markets were in the countries of Eastern European, where there is a high level of investment in expanding the water infrastructure. In particular, the outdated waste water systems are being fundamentally modernised, with high standards of efficiency, robustness and control technology. Wilo's smart waste water systems such as the Wilo-Rexa SOLID-Q and the pressure drainage systems with Nexos Intelligence satisfy these requirements and therefore achieved significant growth.

But the challenges of wastewater management are rising in countries with a well-developed water infrastructure as well: The share of solid matter is increasing all the time, and the transport medium is getting

slower, more aggressive and harder and harder to process. This is leading to high maintenance costs, poor energy efficiency and disruptions extending as far as system breakdowns.

One example of smart wastewater management is the municipal sewage disposal application at hanseWasser Bremen GmbH. In Bremen's Vegesack district, hanseWasser replaced an existing pump with a Wilo-Rexa SOLID-Q to detect system disruptions earlier on, thereby enhancing its operational reliability. Thanks to its smart control technology, the Wilo-Rexa SOLID-Q detects potential clogging before it occurs and automatically starts a cleaning cycle. Manual intervention is not necessary. This increases the efficiency and the operational reliability of the entire disposal system.

### Finalist for the German Sustainability Award for Design 2022

One particular distinction in the past year was making it through to the final group for the German Sustainability Award for Design. In particular, the Wilo-Rexa SOLID-Q earned praise for its efficiency, low maintenance and operational reliability. Its smart control technology makes it a future-proof solution, as it can optimally cope with the extreme weather conditions associated with climate change.

Key sustainability indicator	2018*	2019	2020	2021
Annual growth rate (%)	300*	62	50	35

\*Market launch

# Water Programmes

## Shaping sustainable water management in partnerships

Our strategic objective of water programmes focuses on making a contribution towards comprehensively improving the water supply in the world's south in joint projects with international partners. Our goal is to significantly increase our activities in international water partnerships. We firmly believe that this is the only way to achieve a sustainable improvement in living conditions and ensuring that people can safely access clean water.

Our commitment to these programmes therefore goes far beyond just product application. Rather, it is about establishing a holistic approach: from involving local groups, to integrating them into existing structures, to building the skillsets needed for sustainable management to ensuring employment in the regions affected. All these elements together make up our water programme.

All over the world, we work with key partners such as the German Society for International Cooperation (GIZ), local chambers of commerce, regional chambers of commerce and industry and embassies. This enables and facilitates access to local governments and public institutions and projects, entirely in the spirit of international cooperation. This is supported by programmes of the German Federal Ministry of Economic Cooperation, the Federal Ministry for Economic Affairs and Climate Action and the Federal Ministry for Environment, Nature Conservation and Nuclear Safety, and by regional associations in Asia and Latin America or the German Committee on Eastern European Economic Relations.

### ImpactSite in Senegal

A highlight among water programmes in the past year was supporting an ImpactSite of the social enterprise Africa GreenTec. An ImpactSite is a holistic concept intended to improve productivity and people's living conditions through sustainable, solar-based energy generation. In cooperation with the German Federal Ministry of Economic Cooperation, the Senegal government, the N'diob community in central Senegal and the scientific support of the Technical University of Munich, Wilo is supporting the project together with the Wilo-Foundation. The N'diob community is a pilot project for the future implementation of ImpactSites in Senegal. Here, entire village communities in rural regions are supplied with electricity and equipped with modern technologies, thereby ensuring access to clean drinking water, among other things. The whole community also shares a green vision – spearheaded by its mayor and environmental activist Oumar Ba. N'diob wants to become a self-sustaining organic farming community, independent from imports. The basis for this is formed by energy solutions from regenerative sources and sustainable partners to build the associated value chains.



19,000

People in 18 villages will have a better water supply thanks to the Africa GreenTec ImpactSite project.

# Water in Production and Processes

## Responsible management of water resources

Our sustainability strategy centres on supplying more people with clean water. We are therefore also committed to the responsible management of this valuable resource at our own sites. Our goal is to consume 20 percent less water, compared to the benchmark year, by 2025.



20%

Target for water consumption reduction by 2025.

Four of Wilo’s production sites are located in regions with high water stress: Kolhapur and Pune in India and the plants in Dubai and Istanbul. We pay special attention to the economical and responsible consumption of water at these locations. At all its sites, Wilo sources most of the fresh water it requires from public providers. Ground water and rainwater supplement irrigation from external systems in particular. On the basis of ISO 14001, which is mandatory for all operational sites, requirements are implemented for monitoring and compliance with statutory regulations to prevent contamination and water discharge.

Fresh water consumption at Wilo’s locations rose significantly in the past year, from around 94,000 m³ to 108,740 m³. This is as a result of increased water consumption in the building infrastructure, and is spread across the two key components of sanitary facilities and cooling/heating systems. Furthermore, construction activities had a significant influence on the locations in Dortmund and China. The measures implemented to date, such as rainwater utilisation or water-saving taps, have been unable to offset the rise in requirements. Water recycling is therefore a solution that we will be looking at more closely in future.

In particular, its use in cooling and heating systems and in pump test rigs is currently being examined as an increase in consumption is expected here. A corresponding pilot project was successfully carried out at our production site in Laval.

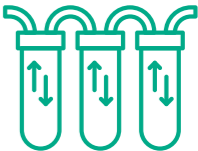
### Keeping water in circulation with Wilo ultrafiltration

Wilo is currently developing an ultrafiltration system that can be flexibly adapted to different volume flow requirements thanks to its modular structure, and that satisfies the highest demands of water sterility. The use of specially developed, extremely compact filtration modules allows almost all bacteria and viruses to be removed from the water. The combination of ultrafine membranes with a pore size of less than 10 nm and a compact construction is unique on the market. The goal – especially for building applications – is to produce sterile water without the chemical additives common in other application areas. This makes it especially important wherever there are high standards of sterility, such as in hospitals, care homes or hotels.

One relevant area of application for ultrafiltration at Wilo are our test chambers in labs and in production. These contain up to 3,000 m³ and, depending on the water quality requirements, are chemically treated in addition to undergoing UF filtration and are refilled with fresh water at regular inter-

vals – up to and including a complete water exchange. Besides water savings, a main concern here is ensuring the requisite water quality, as the tested products have to leave the plant in absolutely sterile condition.

A corresponding prototype was installed at our production site in Laval. The chosen test chamber comprises 150 m³ and is used in production for the quality assurances of booster systems. The filtration system consisted of twelve prototype modules with filtration performance of 16 m³/hour in total. Following a two-year test phase, the result was absolutely positive: The sterility was consistently 100 percent throughout the entire running time. Approximately 25,000 m³ of water was filtered that would otherwise have had to be treated or refreshed at regular intervals. Furthermore, virtually zero fresh water was needed to flush the filters (approx. 5 percent fresh water share).



100%

sterility achieved through ultrafiltration in a prototype system.

Key sustainability indicator	2018	2019	2020	2021
Consumption (m³)	93,130	88,792	94,188	108,740
Water consumption per employee (m³/employee)	15.0	14.7	15.9	18.3

Reference

## Dubai Metro

### A driverless future

*Rapid population growth and rising numbers of tourists are a major challenge to Dubai's transport infrastructure. The solution: the Dubai Metro. Highly efficient Wilo pumps do more than just guarantee the reliable operation of the driverless rail transport system. Wilo also received the contract to provide equipment to extend the track.*



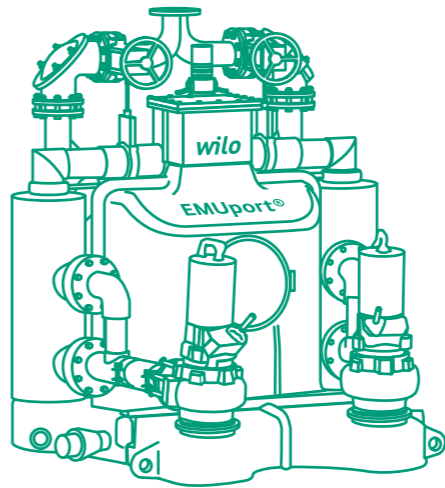
Wilo employee Prakash Bedage checks the system.

To guarantee the HVAC technology, the water supply and the wastewater discharge at each of the 56 stops of the Dubai Metro, Wilo delivered pressure-boosting systems as well as cold water and submersible pumps. “The task at hand was not just to select and supply the right products for the applications, but also to oversee the installation and commissioning over a period of a year,” says Yasser Nagi, Managing Director of Wilo UAE and Egypt.

With a three-minute frequency at peak times, the metro has a capacity of around 13,000 passengers per direction per hour. The high passenger volumes are a major challenge to the functionality of the sanitation systems. The solution: nine wastewater pumps with the solids separation system, Wilo-EMUport CORE. These offer maximum operational reliability for the collection and transportation of sewage. The systems

13,000

The number of passengers the Dubai Metro can transport per direction per hour.



Standardised wastewater pump with solids separation system according to DIN EN 12050-1, **Wilo-EMUport CORE**, for installation in buildings or outdoor shafts

**Customer benefits**

- Energy-saving thanks to efficient submersible sewage pumps, optionally with IE3 motors
- Long service life and corrosion-proof thanks to the use of PE and PUR materials
- Easy maintenance even while operating thanks to hygienic dry wall installation, easy access from outside and individual shut-off
- Future-proof even with rising solid content in sewage
- Flexible installation possible in buildings or chambers with a diameter of 1,500 mm

separate the wastewater into solids and pre-treated sewage, which means that larger solids do not have to be pumped by the hydraulics. While larger particles are collected in separation tanks, the pre-treated sewage is pumped back into a collection reservoir.

With a network length of 75 kilometres, 56 stations and 87 trains, Dubai Metro is the largest driverless rail transport system in the world. The Red Line and the Green Line travel underground below the city centre and on elevated tracks in other parts of the city. The extension will cover 15 kilometres (11.8 kilometres elevated and 3.2 kilometres underground).



56

Number of stations on the world's biggest driverless rail transport system.

Highly efficient Wilo pumps guarantee the reliable operation of the Dubai Metro.



# ENERGY AND EMISSIONS

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# High-efficiency Pumps

## Efficient technologies for climate protection

A considerable share of global energy consumption is caused by electric pumps. We are aware of the enormous potential of efficient technology and want to advance this in the interests of climate protection. Our aim is to save 1.8 TWh of electricity a year by using high-efficiency pumps.



**1.8 TWh**

of electricity:  
The savings goal  
per year using  
highly efficient  
pumps.

High-efficiency pumps are electronically controlled and adapt to the system’s actual requirements. A special drive, the permanent magnet motor, forms the technological basis of the energy-saving potential of Wilo’s high-efficiency pumps. A pump with this technology consumes up to 80 percent less electricity than a comparable uncontrolled pump.

Wilo provides highly efficient technology for all building services, water management and industry applications, which enable our customers to save energy and thus achieve their climate goals.

In 2021, we even surpassed the goal of 1.8 TWh with our high-efficiency pumps and achieved global energy savings of 2.1 TWh. This figure is the electricity saved by using high-efficiency pumps compared to the corresponding uncontrolled previous models. This allows us to examine “avoided emissions”. According to the Greenhouse Gas Protocol (GHG), there are emissions that do not occur because a more efficient product replaces a predecessor model.

The positive result is essentially due to rising demand for sustainable, efficient products. Around the world, climate strategies are

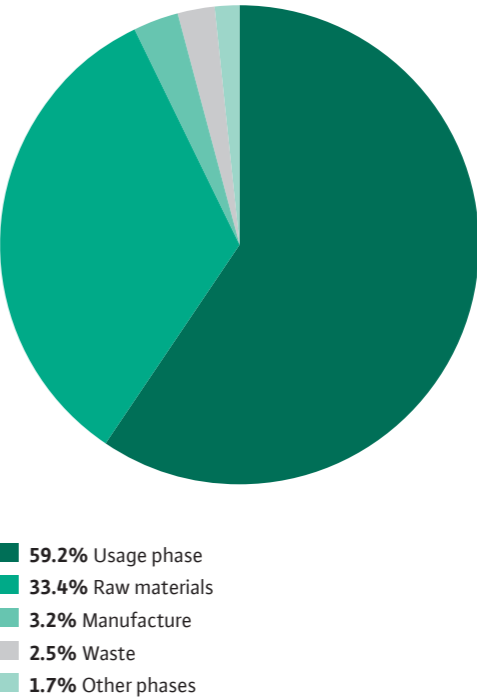
emerging with associated regulations for reducing energy consumption and carbon emissions. In the field of OEM products especially, demand for high-efficiency products is still growing. In the past year, we launched another highly efficient OEM product: the Wilo-PARA MAXO. The hydraulics and the motor together achieve an energy efficiency index (EEI) of less than 0.2 – which even tops the EU regulations for energy-related products. This way, we are helping our OEM customers to implement their climate strategies.

### Carbon footprint

As a mechanical engineering company, we have long been aware that the efficient operation of a pump is the biggest lever for climate protection. However, there are further emissions throughout the entire life cycle of a product for which we take responsibility and thus seek and implement corresponding reduction potential.

In 2021, we therefore expanded our around life cycle analysis (LCA) activities and analysed the environmental impact of the Wilo-Stratos MAXO as part of an interdisciplinary team. The result confirms the importance of the usage phase. Over a year, the usage phase accounts for two thirds of the entire product carbon footprint. Scaled up over the pump’s full service life, this is more than 98 percent of the emissions that arise when the pump is being operated by the customer. Furthermore, the life cycle analysis showed that the second-most influential category is the purchased raw materials.

Wilo-Stratos MAXO product carbon footprint



Besides the 1.8 TWh of electricity that we want to save per year by using high-efficiency pumps, the use of raw materials will be another key focal area moving ahead. Key action areas and goals for the coming years are currently being developed as part of a holistic ecodesign strategy.

Key sustainability indicator	2018	2019	2020	2021
Energy savings (in TWh) thanks to high-efficiency products	1.81	1.77	1.89	2.1

# Energy Solutions

## The initiative for greater economic efficiency and sustainability

The majority of all pumps in use worldwide are technologically outdated. Vast potential for energy and carbon savings can be achieved by replacing old, uncontrolled pumps with modern, highly-efficient pumps. Our goal is to carry out 10,000 Energy Solutions projects per year and thus contribute to energy and carbon savings for our customers.

10,696

Number of Energy Solutions projects implemented by Wilo in 2021.

Wilo Energy Solutions is an initiative that promotes the proactive replacement of still functional but uncontrolled pumps with Wilo high-efficiency pumps. We inform operators of public, commercial and industrial buildings, plants and properties of all of the benefits of switching to a high efficiency product early on. In addition to the environmental benefit, arguments in favour include an 80 percent reduction in energy costs, future-proofing, security of supply and hygiene safety.

In 2021, we completed 10,696 Energy Solutions projects and thus exceeded our target. One success was the expansion of our Energy Solutions projects in the UK. Here, despite the difficulties of recent years, we have been able to sign well-known super-market chains that want to improve the energy balance of their buildings as customers thanks to proactive customer targeting. In various existing buildings, we identified potential energy savings by comparing the

current pump and system technology to the new technology now available, which revealed immense potential for energy savings. Following a successful conversion, we will continue to intensify and expand our solutions with the customer.

### Service over the entire life cycle

Wilo Energy Solutions is part of our service range that covers the entire life cycle of our products and also enables optimal energy efficiency combined with smooth and low-maintenance operation. In addition to the energy efficiency of the motors, the design of the pump system also plays a key role for energy-saving potential. This potential can only be fully tapped with the right sizing.

WiloCare guarantees a monthly assessment of the current condition of our products in operation. Customers receive information about energy consumption, optimisation measures and upcoming maintenance

dates. This allows optimum adjustment for greater reliability and lower energy consumption.

Wilo Energy Solutions develops real action recommendations on the basis of a sound technical check of the existing systems and a calculation of the possible savings potential. Besides energy and energy cost savings, carbon reduction is becoming an increasingly important competitive factor for our customers.

More and more customers are setting climate targets and striving to improve their energy balance. In addition, energy costs

are rising dramatically, a trend that is highly likely to continue in the coming years. All these factors combined are increasing the pressure on companies to improve their energy efficiency significantly. We will be able to make a central contribution here with Wilo Energy Solutions.

Key sustainability indicator	2018	2019	2020	2021
Energy Solutions projects completed	8,381	10,159	7,509	10,696

# Smart Products

## The future is intelligently connected

Digitalisation and the emerging opportunities for further efficiency enhancement are making smart systems solutions an essential tool in slowing climate change. Wilo is therefore investing in the development of smart products and aiming for an annual growth rate of at least 15 percent.

We firmly believe that smart products are the most energy-efficient. This means that there is a clear correlation between digital transformation, energy efficiency and climate protection, and they are a key component of our sustainability strategy.

By smart pumps, we mean products that go far beyond our high-efficiency pumps. The combination of cutting-edge sensor technology and innovative control functions, bi-directional connectivity, software updates and excellent user-friendliness make a pump a smart pump.

Net sales growth for smart products and systems amounted to 5.1 percent in 2021. Above all, global raw material shortages and supply chain problems led to growth falling short of the intended target. Nonetheless, it is clear that demand for smart pumps is continuing to rise. Key steps in achieving this goal are continuous research and the development of pumps and pump systems with smart control for all applications. After successfully establishing itself on the market as the successor to the Stratos product series, the Wilo-Stratos MAXO achieved remarkable growth in the

5.1%

Net sales growth achieved by Wilo in smart products and systems in 2021.

past year. This year sees the release of the Wilo-Stratos GIGA 2.0, the first smart glanded pump.

The Wilo-Stratos GIGA 2.0 is the smart solution for heating, air conditioning and cooling applications in large buildings such as production sites, offices and hospitals – everywhere where heating and cooling are required on a large scale. The optimal energy efficiency of the Wilo-Stratos GIGA 2.0 system is based on the smart combination of IE5 EC motor technology with proven pump hydraulics (minimum efficiency index  $\geq 0.7$ ) and innovative control functions. Together, these three components achieve the maximum efficiency level of the entire pump system, which makes the pump interesting for buildings that aim to be planned and certified according to a green building standard, such as LEED or DGNB. This is where innovative and efficient technologies count especially.

Integrating a pump into connected systems (Internet of Things) can allow a high level of efficiency, operational reliability and the optimal management of all the pumps in the system.

For Wilo products for heating, air conditioning and cooling applications, this is achieved through integration into the building automation. Using analogue and digital interfaces, Wilo smart pumps can be optimally connected with existing systems. Operating data, settings and faults can be examined in real time and remotely analysed and adjusted using functions such as the Wilo-Assistant app and the Smart Gateway. To always optimally respond to the requirements of customers and future developments, we are investing in strong partnerships. In 2021, Wilo stepped up its cooperation with the construction company GOLDBECK. The companies are connected not just by the culture of Westphalian family companies, but also the determination and willpower to rethink what already exists. The vision of both companies to evolve from a component provider into a solution provider opens up many potential synergies, above all in the area of energy efficiency, sustainable building planning and certification as well as the smart networking of building functions using automation systems.

Key sustainability indicator	2018	2019	2020	2021
Annual growth rate (%)	–	–*	141	5.1

\* Sales launch

# Emissions in Production and Processes

## Four pillars for climate protection

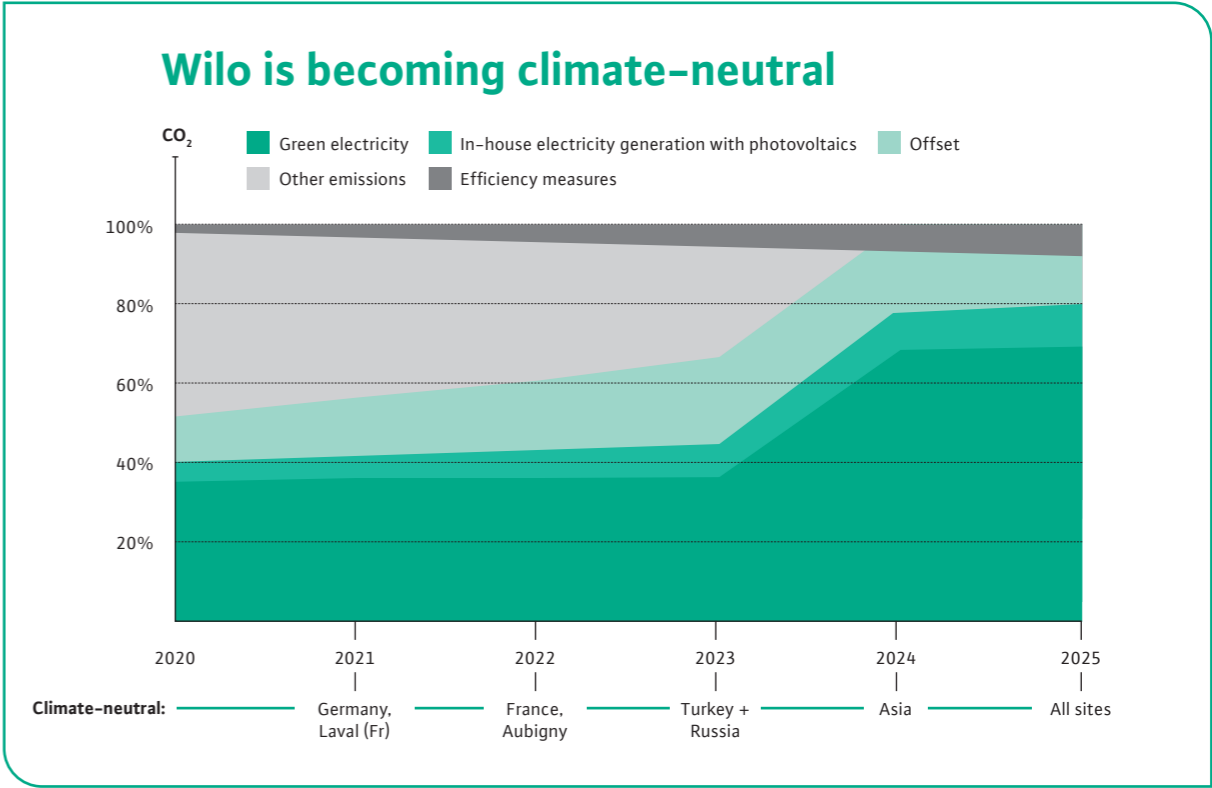
Wilo sees itself as a climate protection company. As the winner of the German Sustainability Award in the “Climate” transformation field and a member of the “50 Climate and Sustainability Leaders”, we see it as our obligation to make an active contribution towards achieving global climate goals. Our goal is to achieve carbon-neutral operations at our production sites around the world by 2025 and to cut emissions by at least 60 percent as against the benchmark year of 2018.

We first analyse the Scope 1 and Scope 2 emissions in accordance with the Greenhouse Gas Protocol. This essentially means the emissions arising due to the consumption of primary energy and sourcing of power. A Group-wide strategy was devised and communicated in 2020 and is now being gradually implemented. This is based on the following four pillars: enhancing

energy efficiency, increasing in-house power generation, purchasing green electricity and offsetting the remaining emissions.

Last year, Scope 1 and Scope 2 emissions were down by 23 percent in total on the figures for the benchmark year of 2018. A key driving factor in this was purchasing

**60%**  
Target for carbon emissions reduction as against 2018 by 2025.



Scope 1 and Scope 2 emissions

	2018	2019	2020	2021
Scope 1 (t/a)	7,044	6,932	6,153	6,953
Scope 2 (t/a)	10,125	9,601	9,227	6,233
Total	17,169	16,533	15,380	13,186
Reduction compared to benchmark year of 2018 (%)	-	3.7	10.4	23.2
Carbon emissions/net sales (kg/€ thousand)	11.82*	11.25*	10.63	7.98

\*Figure was adjusted retrospectively



1,138 MWh

Energy savings thanks to efficiency measures.

green electricity at our locations in Europe and China. Emissions have been reduced by 32 percent in relation to net sales, which is an indicator of the improvement in energy efficiency. Scope 1 increased slightly as against the previous year as a result of higher heating requirements due to climate conditions.

The four production sites at our head office in Dortmund became climate-neutral in 2020. This goal was also achieved by two further locations in Germany and our plant in Laval, France, in the past year. All locations exclusively obtain electricity from regenerative energy sources. Emissions from heating energy are offset by projects with gold standard certification. TÜV Rheinland checked and confirmed that the data were complete and correct.

Energy consumption: in total and broken down by electricity, oil, gas, district heating (MWh)

	2018	2019	2020	2021
Electricity	45,564	44,019	44,026	43,641
Gas	13,271	14,757	20,524	24,463
Oil	12,454	12,046	3,059	2,098
District heating	4,745	2,291	2,084	2,289
Total	75,935	73,113	69,693	72,491
Energy consumption by net sales (MWh/€ million)	51.9	49.5	48.0	43.9

Enhancing energy efficiency

Total energy consumption at all Wilo production sites throughout the Group amounted to 72,491 MWh, an increase of 4.0 percent as against the previous year. Besides higher heating requirements due to climate conditions, key factors influencing this mainly included significant increases in production. By contrast, energy consumption was down by 4 percent as against 2020 in relation to net sales.

A key lever for climate neutrality is enhancing energy efficiency. Wilo's goal is to carry out energy efficiency projects every year that achieve energy savings of at least 1 percent as against the previous year. The projects initiated in 2021 are having the desired effect: The annual energy savings amount to 1,138 MWh, or 1.6 percent of consumption in 2020. For example, at our site in Aubigny, France, gas boilers were replaced by new models with smart control, allowing savings of 63 MWh/a. The plants in Korea and India achieved energy savings of 138 MWh by replacing outdated air compressors with speed-controlled compressors.

Electricity from renewable energy sources and in-house generation

Our goal is to increase the share of electricity from regenerative energy sources at our production facilities to 100 percent by 2025. Both green electricity procurement on the one hand and in-house generation on the other are being considered. The share of green electricity was 59 percent in 2021. The photovoltaic energy generated in-house was increased by 65 percent year-on-year in 2021. Such systems can be found at our plants in Kolhapur and Dortmund. A new photovoltaic system is specifically planned for the Hof site.

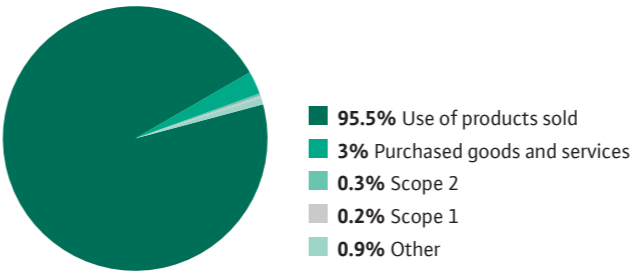
Share of electricity generated in-house

	2018	2019	2020	2021
In-house electricity generation (MWh)	0	301	792	1,311

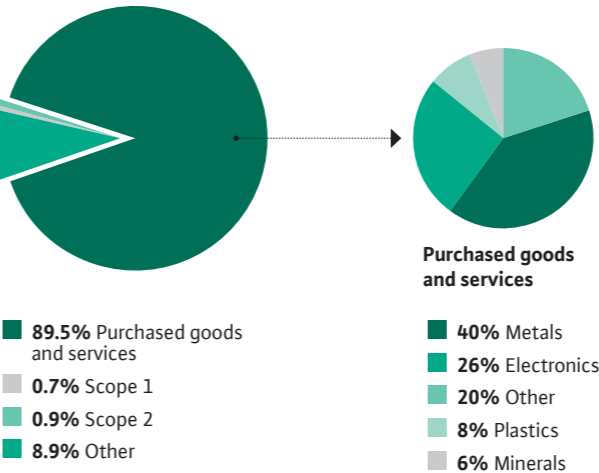
Scope 3 emissions

In the past year, we carried out an initial assessment of Scope 3 emissions in accordance with the Greenhouse Gas Protocol. The data were mostly collected using the expenditure-based method, and then converted and analysed using the Quantis GHG Evaluator.

Distribution of emissions along the entire value chain (Scope 1 to 3), cradle to cradle



Distribution of emissions along the entire value chain (Scope 1 to 3), cradle to gate



It is very clear that, in a cradle to cradle analysis, the energy consumption of Wilo products throughout the usage phase is the crucial factor. All other emissions are virtually insignificant next to this. This is in line with Wilo's climate strategy: the material impact lies in the energy consumed by pumps. Therefore, our most important goal was and is to develop highly efficient products and to market them in order to make an essential contribution to climate protection.

To identify possible options in other categories, and in the supply chain in particular, we also conducted a cradle to gate analysis. Leaving out the usage phase reveals the high share of total emissions accounted for by purchased goods at our production plants. In particular, the metal components sourced and the electronics components make up a high share of supply chain emissions. The next steps we will be to focus on this to get more accurate data and set reduction targets.

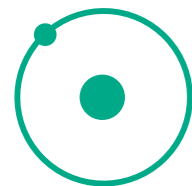
Honing of the Wilo climate strategy

In May 2021, we joined the Science Based Targets Initiative and made a commitment to the 1.5-degree target. We will therefore review our existing climate strategy by the end of 2022 and make adjustments where necessary. With the support of Schneider Electric's sustainability team, we developed our roadmap for devising new goals. Material changes include widening the scope to include all Wilo locations, the inclusion of Scope 3 emissions and the extension of the time horizon to 2030.

# Hydrogen

## Stuff of the future

Whether in industry, transport or the heating sector: Our society needs green energy in all areas of life. To make this possible, we require a solution that is both carbon-free and capable of being stored and transported: hydrogen. It has enormous potential as an energy source for the future. Wilo's goal is to become a global player in the generation, storage, distribution and use of hydrogen.



1 t

of hydrogen covers the annual energy requirements of around eleven households.

Climate-neutral hydrogen technologies, systems and value chains have been defined by politicians as a strategic tool for achieving global climate goals. This is substantiated by the hydrogen strategy developed by Germany and Europe. A number of countries around the world are working intensively to develop hydrogen as an energy source.

Among other things, water and renewable energies are needed to produce hydrogen carbon neutrally using water electrolysis. Under these conditions, the hydrogen generated is carbon-neutral and thus referred to as "green" hydrogen.

Green hydrogen is not only an ideal, but also essential solution for achieving climate goals. Generated from wind, solar or hydropower, it can be used for a variety of applications. In fuel cells to generate electricity and heat. As a raw material in industry. Or as fuel for transport. It is an urgently needed component for connecting the energy sectors and building a sustainable, global energy system. Countries that generate a surplus of green energy can export it using hydrogen. This could be the key to the

global energy revolution. Thus, green hydrogen has the potential to become the crude oil of the future.

Wilo already offers products and solutions that can be used for hydrogen generation, storage and transportation today. These include reverse-running pumps for driving hydropower generators, pumps for cooling circuits in wind turbines, pumps for spraying water systems for photovoltaics or the servomotors of the rotor drive actuators for these systems.

The further growth of green hydrogen will open up new applications in which Wilo products and systems can make an essential contribution to climate protection and to sustainability.

### Hydrogen pilot system at Wilopark Dortmund

For our new location in Dortmund, Wilopark, Wilo and its industry partners Enapter, Proton Motor and Schneider Electric in the Ruhr area are developing a safe, compact and sustainable energy system of the future.

The first step in the plan is to build a pilot system for Wilo's own requirements. In the long term, this system will be rolled out to all Wilo locations around the world and offered to partners and customers. The pilot project is due to be implemented by the second quarter of 2022 and to go on-stream in the third quarter of 2022. This will demand time- and cost-effective project management and also a corresponding regulatory and funding framework to get this hydrogen project "ready to invest". The hydrogen system uses electrolysis to convert energy from the sun, wind and water into green hydrogen that can then be stored locally. When needed, the hydrogen can be converted back into electricity and heat using a fuel cell or, alternatively, extracted directly. Within the composite system, the waste heat can be used at Wilopark or converted into cooling by the on-site absorption chillers. This sustainable use optimises the system's efficiency, but also requires the exact dimensioning of the water management system and smart control of load management. Wilopark's in-house rainwater retention systems provides electrolyzers with the water they require. Internal clean water treatment systems ensure the necessary water quality in line with the electrolyser's exacting standards.

The system can be used as a back-up power system or to provide energy to buildings and residential neighbourhoods. This enables coupling with the mobility of the future and offers up-scaled solutions for industrial applications and transport.

As an energy source, green hydrogen is thus locally and seasonally generated, stored

and converted back as necessary. In particular, the broad range of potential applications for hydrogen technologies illustrate the potential they entail. Such a system can play a key role in the sustainable use of renewable energies and sector coupling using hydrogen. In addition, the scalable system design with its modular structure enables a wide range of uses in a variety of sectors. For example, this can make a significant contribution to climate protection in the distributed energy supply for commercial real estate, logistics centres and residential neighbourhoods.

Initial talks on potential applications in industry, the housing sector, logistics and transport have already sparked major interest and possible follow-up contracts. Furthermore, these distributed energy systems can be used to shave peak loads that occur on a daily and seasonal basis in the national energy grid and that do not correlate with the generation peaks of renewable energies. Wilo and its system partners are thus creating the foundation for a self-sufficient, distributed and regenerative energy supply network, bringing safe green energy to housing, industry and the transport sector.

We are standing up for climate protection "made in Dortmund", and showing how industrial companies can make an essential contribution to climate protection and to sustainability with ground-breaking and technologically open solutions. To this end, we have formed a local climate protection alliance together with our partners.



70 million tonnes

Amount of hydrogen generated around the world, equivalent to 2% of the world's primary energy requirements.

Reference

## LVM 5

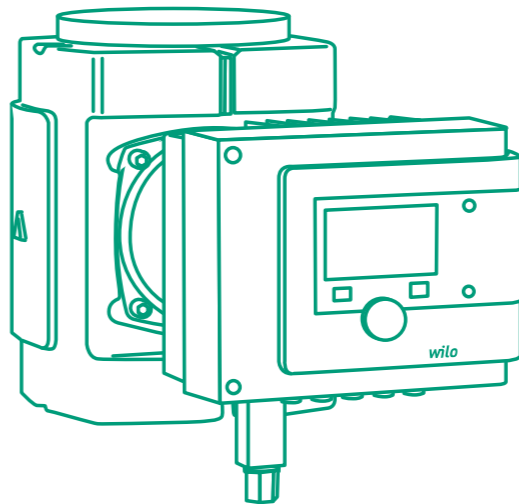
### Anything but ordinary

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*As extraordinary as it may appear on the outside, it's what's inside that's truly impressive: On an area of more than 19,000 square metres, the building complex of the LVM insurance company provides a workspace for 450 people at its head office in Münster. But the matter-of-factly named LVM 5 complex has more going for it than just its contemporary architecture. Even its energy concept sets new standards – thanks to smart pumps from Wilo.*



Smart Wilo pumps for a smart building – there are around 250 of them just in LVM 5.



**Customer benefits**

- Maximum energy efficiency thanks to the combination of innovative energy-saving functions (e.g. no-flow stop)
- Various options for integration into the building management system
- Intuitive operation thanks to application-guided settings with the settings assistant
- Optimal system efficiency through innovative smart control functions such as Dynamic Adapt plus, Multi-Flow Adaptation, T-const. and ΔT-const.
- Communication interfaces for connection to mobile devices and direct pump connection using Wilo Net for controlling multiple pumps

Smart glandless circulator pump, **Wilo-Stratos MAXO**, with an EC motor with integrated electronic power adjustment and innovative energy-saving functions and wastewater pump

22 kWh/(m²a)

Net energy surplus generated by the complex – which makes it an energy-plus building.

With a net energy surplus of 22 kWh/(m²a), the complex is an energy-plus building. It therefore has a platinum certificate – the highest level possible – from the German Sustainable Building Council. This is made possible by a highly sophisticated ecological concept. Every part of the building is designed for maximum efficiency: from the thermal insulation and lighting control to photovoltaic energy generation and the biogas-fired combined heat and power plant.

A building this efficient needs smart pumps. Around 250 Wilo pumps have been installed just in LVM 5. The total number is all ten parts of the head office in Münster is

approximately 2,000. Heating pumps, pressure-boosting systems, fire-extinguishing systems and sewage pumps – technology that is not only evidently green but that also contributes to the energy-efficient operation of the complex.

The cooperation between LVM and Wilo goes back a long way. For more than 20 years, the Westphalian insurance company has almost exclusively been using Wilo pumps. “Wilo products are efficient, convenient and have a long service life,” says Jürgen Seidel, Technical Manager of LVM’s Properties department.

The complex, also known as “Crystal” – or just LVM 5 internally – is the very latest construction project on the LVM Campus at its head office in Münster. After four years of planning and around three years of construction, it opened its doors in 2014. The building contains individual offices, communications areas and event/training rooms. Over 21 floors, it offers a workspace for 450 employees on a total gross floor area of 19,818 square metres. The building extends 61.40 metres into the sky. A bridge connects Crystal with the first high-rise on LVM Campus, which was built in 1999.





# MATERIALS AND WASTE

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# Reuse of Materials

## Circular economy around the world

Our “prevention and use before recycling and disposal” policy is more than just a promise. It is standard practice. Returned products are analysed at our analysis, repair and recycling centres and broken down into their component parts. The components that were not subject to any wear during their service life are reused in workshop repairs. All remaining sorted materials are forwarded to a certified recycling partner who returns the dismantled raw materials to circulation.



53,500

Number of components and products from product returns reused in 2021.

Our own goal is to reuse at least 30,000 products and components from unused returned products per year. We even successfully outperformed this target in 2021. Expanding and optimising processes allowed us to increase the number to 53,500 parts and products. A key contribution to this came from the international expansion of recycling activities to other Wilo locations: More than 6,000 reused parts/products were reported by locations outside Germany. This shows that the processes and experiences established for years in Germany can be successfully scaled up. Smaller Wilo locations take on the necessary processes and tools and adapt them to local requirements. They are aided in this by head office. The further international expansion of the necessary processes and activities is a top priority within our sustainability activities.

### WILove Recycling

As early as 2017, Wilo began working intensively at its Dortmund location to establish processes for recovering old equipment from the market, as various opportunities exist in this field. There is an economic benefit for Wilo itself, as valuable and scarce materials such as rare earths can be returned to the manufacturing process. The benefit to the environment lies in the lower consumption of raw materials. And, ultimately, it is the manufacturer who is the also best recycler: the technical expertise they have ensures the efficient and legally compliant handling of used electrical products.

Thanks to the recycling awareness of our product design, the potential recycling rate for a Wilo pump is almost 100 percent. However, the effective recycling of old pumps is only possible in cooperation with wholesalers, specialists, recycling companies and the manufacturer itself, as logistics

processes also have to be taken into account in addition to technical issues.

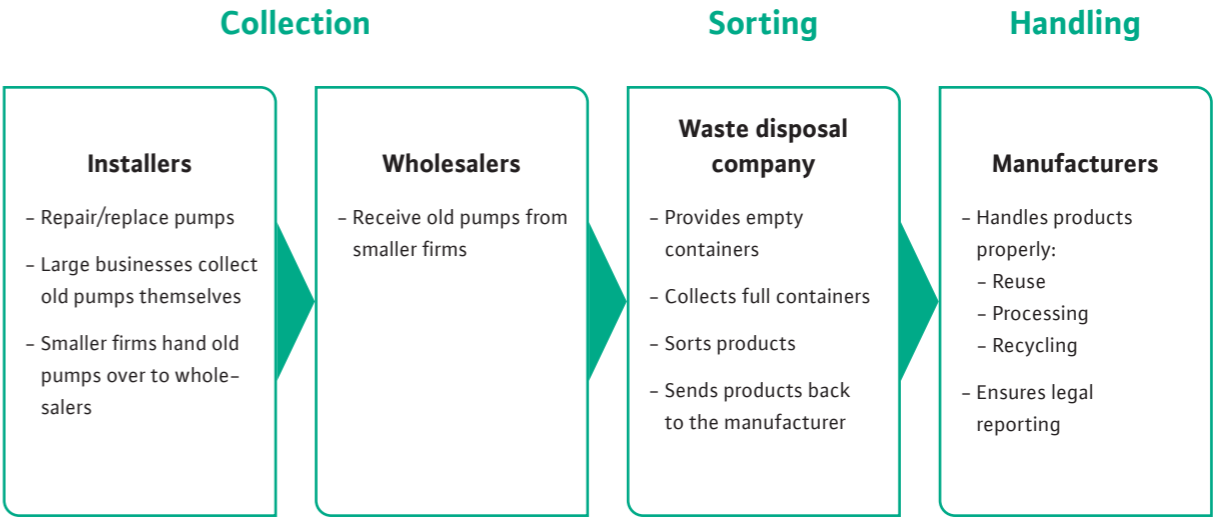
Building on the German Federal Environmental Foundation’s “HeizKreis” research project, which tested processes for voluntarily returning old pumps with various network partners, the first steps in implementation were successfully taken last year.

Despite the COVID restrictions, the process has been expanded and more wholesalers and installers have joined the project.

At the same time, a similar process was set up at our sales location in the Netherlands. To maximise product recycling rates, the focus here is also on industry initiatives as far as possible. One core task is to motivate specialists to return dismantled products to the manufacturer. This is hard work given

Key sustainability indicator	2018	2019	2020	2021
Number of reused components	32,000	45,774	37,961	53,500

the high numbers of different manufacturers and products. A cooperation was launched with a waste disposal company to keep the threshold as low as possible. This company provides a collection system that can incorporate the different product types. The corresponding containers can be found on-site at larger operations, while smaller businesses can return old equipment to selected retailers and to wholesalers. The collection and disposal are handled by the waste disposal company. Finally, the sorted products are returned to the respective manufacturers where they can be properly recycled.



# Materials Efficiency

## Reducing use of raw materials

One of our key sustainability goals is to reduce the use of raw materials in the manufacturing process and, in particular, not to use materials harmful to the environment. A figure that we focus on especially here is copper savings. Thanks to technological progress, we have steadily reduced the use of copper per pump over the years. Our goal is for annual savings of 12 tonnes compared to the respective previous models. Parallel to this, we are also looking at reducing the use of other materials such as iron or aluminium.

19 t

Reduction in use of copper thanks to innovations in 2021.



22,500

Number of magnets kept in circulation in 2021.

We reduced the use of copper by 19 tonnes in the past year thanks to a number of product innovations and series extensions. We significantly reduced the consumption of electrical sheet (lamination) (by 155 metric tonnes) and aluminium (by 23 metric tonnes). For example, the Blue Ocean series is gradually replacing all dry-running pumps with asynchronous technology for new products with high-efficiency motors. Another example is the partial replacement of the M071 motor size with the M045 size up to a performance of 1.1 kW. This motor delivers the same performance with a significantly smaller volume, lower weight and thus fewer materials used.

One environmentally relevant material that we also consider are rare earths, such as those found in magnets. These are highly significant in high-efficiency technology and are therefore almost impossible to replace, or can only be replaced at great expense. This makes their reuse and recycling a central lever. The process of extracting magnets from production scrap and reinstalling them is already established. This enabled us to keep more than 22,500 magnets in circulation in 2021 (2020: 20,000). At the same time, we are working on recovering magnets from old devices, processing them and reintroducing them to the production process. The potential is enormous: The magnets are kept in circulation, fewer raw materials are needed and the independence from the raw material suppliers concerned is increased.

Key sustainability indicator	2018	2019	2020	2021
Copper savings (t)	13.6	8.2	15.7	19

# Sustainable Product Packaging

## Secure product transport with reduced ecological footprint

The rising level of packaging waste is a matter of public discussion. A responsible approach to packaging solutions is a key component of a circular economy. Our long-term goal is to use 100 percent reusable packaging in our logistics processes and to reduce the use of raw materials and environmentally harmful materials.

The ecological footprint of pumps is largely defined by their energy consumption and the materials used in them. The packaging only accounts for a marginal share. A life cycle analysis of the Wilo-Stratos MAXO high-efficiency pump revealed that just 0.7 kg of the approximately 1,500 kg of carbon emissions over the entire life cycle (assuming a ten-year usage phase) related to the packaging.

The high number of products sold overall adds up to an appreciable environmental impact. In order to help reduce packaging waste, we always analyse reusability, reduction or substitution and recyclability when selecting packaging variants.

**Reusable packaging in intralogistics**

In 2021, the share of reusable packaging for semi-finished products in intralogistics was 100 percent. The standardised reusable containers reduce packaging waste and facilitate the flow of materials in production. We are working intensively with our suppliers so that they can deliver goods in reusable packaging and thus avoid painstaking repackaging.

The share of inbound items in reusable systems was increased to 36 percent in 2021 (2020: 31 percent). Reusable packaging is not an option for around 40 percent of these items as they are delivered from countries outside the EU or because a technical or organisational solution is not possible.

As reusable packaging is already taken into account as an issue in sourcing inquiries to potential suppliers, we are striving to gradually increase the share of goods delivered in reusable packaging to at least 60 percent.

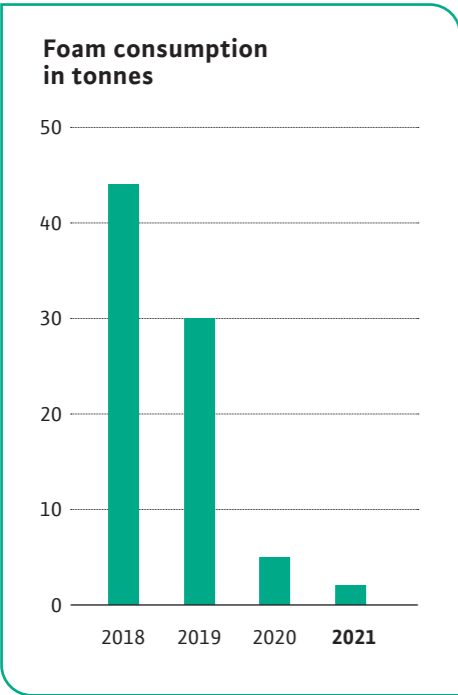
**Packaging optimisation in outbound logistics**

In outbound logistics, we are currently focusing on replacing environmentally harmful materials with greener alternatives. For example, two years ago we began phasing out dual-component foams for product padding and replacing them with a foil. Since 2017, we have succeeded in reducing the consumption of non-recyclable foam by 86 percent.



36%

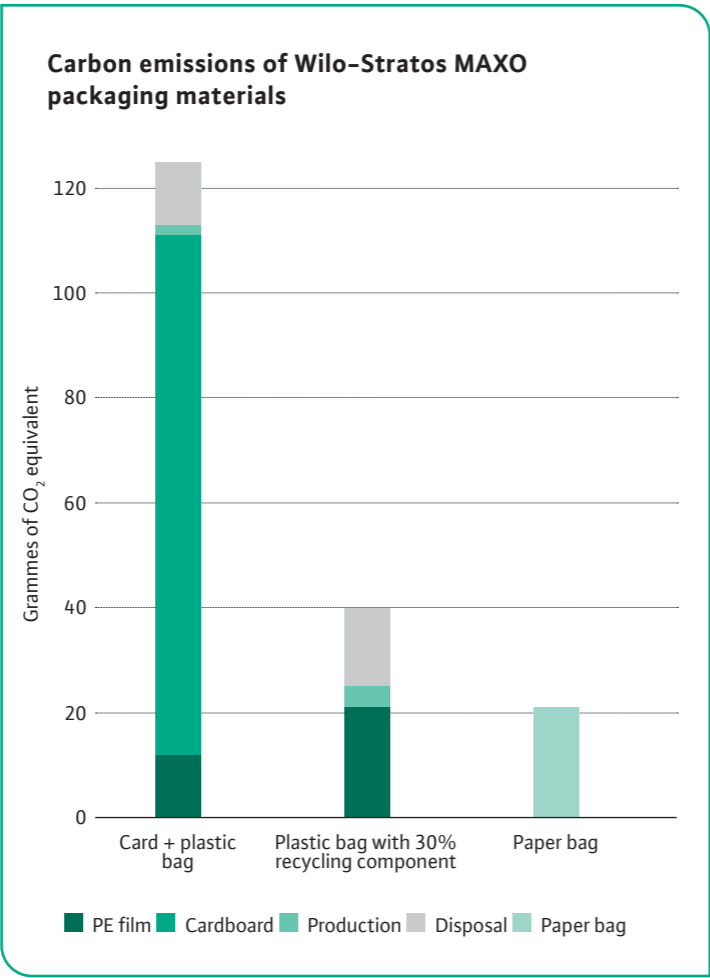
Share of inbound items in reusable systems.



In the second stage of implementation, the PE foil currently being used instead of foam will be replaced by a fully biodegradable bio-based foil.

Another project is aiming to provide products' pack-in documents in a paper bag rather than cardboard and plastic. This variant has a significant smaller ecological footprint and would enable the Wilo-Stratos MAXO series to achieve total savings of up to 15 t CO<sub>2</sub>. The solution is in the test phase and will be implemented if successful.

Key sustainability indicator	2018	2019	2020	2021
Reusable packaging (%)	77	85	100	100



# Materials in Production and Processes

## Circular economy at Wilo plants

Our primary goal is to avoid waste or to find a recognised alternative use. We are striving for a Group-wide recycling rate of more than 90 percent by 2025.

By recycling we mean all processes that serve to reuse materials and thus keep them in circulation. This does not include thermal recovery. By contrast, it does include all waste types incurred at sites: from paper and plastic through to metal filings. The key indicators that we use for our sustainability strategy are the recycling quota and the total waste volume.

Waste management is an established element of the local environmental programmes and one of the conditions for ISO 14001 certification, which is mandatory for all Wilo's production sites. Fundamental measures for achieving our goals include the use of recyclable materials and the systematic separation of all materials obtained.

Waste types in tonnes	2020	2021
Metal	2,874.36	2,784.42
Electronic waste	90.23	48.67
Card/paper	1,322.08	1,573.93
Plastic	173.97	138.00
Wood	1,681.59	2,144.17
Chemical waste	832.87	707.85
Mixed waste	387.11	500.75
Other waste	289.86	98.58
Total	7,652.07	7,996.37

Recycling rate	2018	2019	2020	2021
Total waste volume (t)		8,395	7,652	7,996
Recycling rate (%)	83.4	88	85	84
Hazardous waste (t)	–	–	402	437

The total waste volume was around 7,996 t last year, and thus 340 t higher than the previous year's figure. This is essentially due to an increased production volume. The recycling rate was 84 percent and thus 1 percent lower than in the previous year. This was mainly on account of a higher share of mixed waste that it was not possible to recycle. The volume of hazardous waste also increased from 402 t to 437 t.

In the past year, we carried out our first analysis of Group-wide waste volumes and types. The goal is to obtain more precise information on recycling potential and, based on this, to define specific projects for the individual sites.

**84%**

recycling rate in 2021.



**7,996 t**

total waste volume in 2021.



Reference

## Old Pump Recycling

### An enormously important contribution

*Around 50 percent of global carbon emissions stem directly or indirectly from the extraction and processing of raw materials. It is therefore enormously important to keep resources that have already been extracted in circulation for as long as possible. A key component of the sustainable use of these resources is therefore the recovery and reprocessing of valuable materials from old equipment.*



The magnets can quite easily be manually removed.

3,200

Number of old pumps collected and channelled into the recycling process.

Together with the recycling company TSR-Remondis, Westphalian University Gelsenkirchen, several specialists and the marketing agency Winter, Wilo evaluated various logistics solutions for recovering and recycling disused old pumps in a research project by the German Federal Environmental Foundation. Over a six-month pilot project, we collected more than 3,200 old pumps (13 t) and introduced them into a recycling process. Besides copper and aluminium, the rare earths used in the pumps' magnets were also returned to the materials cycle.

The rare earths include 17 different raw materials such as neodymium and dysprosium, which are among the most sought-after raw materials in the world and are still mined almost exclusively in China. Rare earths are the fuel of the modern world. They are not only used in high-efficiency pumps but also, for example, in smartphones, electric vehicles, computers and wind turbines. It is already foreseeable today that the extraction of new rare earths will not be enough to meet future demand. The recycling of these vital raw materials is therefore not just good for our climate.

**The project**

Wilo is the first pump manufacturer in Germany to participate in a joint research project for the recycling of disused pumps. One of the central lessons learned from the research project is that the sustainable recycling of materials can only work when manufacturers, wholesalers, specialists and certified recycling companies work together, and the specialists enable a legally compliant return process as described by the German Electrical Equipment Act.

Magnets contain valuable rare earths.

17

Number of different raw materials counted as rare earths.

Their recycling also guarantees the future availability of the devices listed.

"Magnet recycling is an enormously important contribution to the responsible use of natural resources," says Thomas Fetting, Group Director of Analysis, Repair & Recycling. "For our customers it should therefore be self-evident to recycle old pumps and their components."





# EMPLOYEES AND SOCIETY

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# Global Responsibility

## Responsibility around the world

Our employees make a crucial contribution to Wilo’s business success and to the company’s sustainable development. This calls for a forward-looking HR development strategy and innovative HR products that are successfully assisting our company in its transformation into a global solution provider for sustainable water solutions. We wish to empower employees to implement the changes and motivate them for continuous development. We are improving our performance- and feedback-oriented culture that allows us to always be getting better together as a company, and we are further expanding our global cooperation.



### Values

Shared, binding values are the foundation of Wilo’s HR policy.

The basis for a responsible HR policy is formed by Wilo’s global values in combination with internal standards such as the Code of Conduct and the Labour Relations Policy. Fairness to each other, upholding employees’ rights at an international level and assuming social responsibility are key aspects of our HR policy.

#### Remuneration and additional benefits

The Wilo Group is committed to implementing worldwide standards when it comes to remuneration. This is based on clearly documented job profiles that are formulated uniformly throughout the Group and assessed on the basis of skills requirements. The remuneration system comprises fixed and partially variable salary components and additional benefits. For example, the Wilo Group assists its employees in their pension provision and offers pension benefits in line with the specific circumstances and regulations of individual countries.

In the annual salary increase process, we provide our managers with planning data in order to help them review the salaries of their employees. Market changes, macroeconomic developments and the employees’ individual performance are taken into account in order to allow fair and performance-based salary adjustment.

In conjunction with different bonus systems, global targets are defined for various employee groups and combined in specific bonus plans. It is important to us to incentivise the team and individual performance that makes it possible for our business to succeed.

#### Work-life balance

The Wilo Group complies with the applicable laws and collective agreements on working hours, breaks and public holidays. Normal working hours per week are defined by regional law and limited to a maximum

of 48. Overtime is permitted only in conjunction with the applicable provisions of the employment contract. The options afforded by flexible working time models are becoming increasingly relevant. This allows staff to balance their careers, personal lifestyles and private requirements, and it forms the basis for equal opportunities in practice. Such models also include the options of remote work, flexible working hours or special leave.

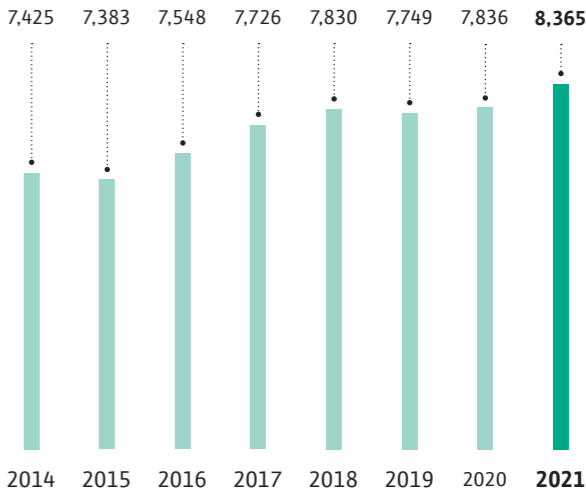
#### Communication and engagement

Intensive employee communications and engagement play a central role in Wilo’s HR culture. Interactive formats for the development of new internal processes and the refinement of existing ones allow fresh and different perspectives while also leading to more satisfaction and motivation among employees. Naturally, every employee also has the right to join a union. For more information on employee communication, please refer to the section on “Stakeholder Dialogue”.

#### Top employer

On a competitive labour market, we want to become more attractive as an employer

Development in the number of employees\*



\*As at 31 December of the respective year

brand in order to attract new talent while also retaining the company’s own employees in the long term. The appeal of the Wilo employer brand was also confirmed by Top Employers Institute’s study in 2021. Wilo was again certified as a “Top Employer Deutschland 2021”. In a process comprising multiple stages, the internationally recognised certification agency analyses various aspects of performance and progress, for instance in the areas of work environment, employer branding, training and continuing professional development options and rewards excellence in employee focus.



### Engagement

Employee communication and engagement are central elements in our HR culture.

Key sustainability indicator	2015	2016	2017	2018	2019	2020	2021
Number of employees	7,383	7,548	7,726	7,830	7,749	7,836	8,365

# Employee Development

## Well prepared for new challenges

The landscape in which the company is operating is changing faster than ever before. Our goal is to encourage and empower our employees to try out new tasks so that they can help shape the future with initiative, passion and courage. One of the ways in which we measure success is the extent to which we are able to promote internal employees to fill management vacancies. Our goal is to fill at least 70 percent of all management positions internally.



71%

of management vacancies were filled by existing employees in 2021.

Thanks to good talent management and a wide range of training and development measures, in 2021 we were able to fill 71 percent of our management vacancies with our own employees. This demonstrates that Wilo recognised the changing corporate landscape and market requirements early on and chose the right continuing professional development activities.

### Career and talent promotion

A career at Wilo means that employees can develop both professionally and personally in a global environment. Wilo relies heavily on personal motivation as a career factor in order to actively support individual journeys. We use a wide variety of measures to proactively prepare our employees for possible career developments. Besides conventional coaching and mentoring programmes, a number of digital programmes were carried out last year.

Challenges such as digitalisation, globalisation and market and product diversification are demanding many new skills on the part of management. The global management development programme has therefore regularly been taking place since

2013. At the end of 2021, the current programme was successfully wrapped up with a final workshop after two intensive years of learning. Over the past two years, the seven participants have studied different management aspects in multiple modules and have successfully worked on an interdisciplinary project that they presented at the annual international management conference (IMGM).

“The management development programme was a unique opportunity. We covered issues such as business strategy, change management and leadership in the age of digitalisation,” says Eva Kerstholt, Group Director of Digital Products & Solutions. “In addition to the great learning and discussion formats, I benefited a great deal – especially during the pandemic – from building a fantastic network of international colleagues.”

### Regional talent programmes

In addition to the global development programme, for the first time the company launched focused talent programmes for the Mature and Emerging Markets sales regions, the aim of which is to develop talent within the respective region. 21 par-

ticipants in total from the two groups met for the first time in the spring of 2021: the start of a journey that will last the next one and a half years. The participants will complete different modules, each focusing on different content. Such content will include the role of management, strategic alignment, agility in action and change management.

### Fit for the future of work

In 2021, 13 participants in total took part in a development programme for digital entrepreneurs over a period of nine months. The programme enabled employees to develop digital business models and thus to expand Wilo’s knowledge and expertise. The goal is to get the participants fit for the future, experiencing creative joy and pushing their self-developed business models with intrinsic ambition. This led to ideas that will be refined for Wilo and incorporated into its product portfolio in the long term.

The programme’s closing ceremony in December was an internal pitch event, where the digital entrepreneurs presented their business models to the members of the Executive Board. The business model concepts they produced will now be developed further by the digital entrepreneurs with support from the Digital Business Models team in Group Market Segment Management and Group Service.

### Wilo Change Academy

The newly created Change Academy is part of Wilo’s revised HR development strategy. It is a platform for activities that support business change and transformation at Wilo and advance global cooperation and organisation. One key area is global management development, support for change processes and the development of a global soft skill portfolio for Wilo’s future core competences. The Wilo Learning Community – a new learning format for current issues in the field of soft skills – has already been launched in Germany. At regular intervals, the Community, which meets in digital space, receives input in the form of keynotes, articles or podcasts that are intended to start a discussion and promote independent learning.

### Wilo Technical Academy

The Wilo Academy is therefore becoming the Technical Academy and now shoulders chief responsibility for technical training. The Technical Academy mainly focuses on technical training (products, systems, applications). The idea is that each employee can get the training that suits their individual requirements. One key area is digitalisation (eAcademy), which means that anyone can learn at any time and from anywhere in the world.



7

participants successfully completed the global management development programme in 2021.

Key sustainability indicator	2018	2019	2020	2021
Internally developed managers (%)	70	73	60	71

# Diversity

## Global success is built on diversity

Employee diversity is the engine of the Wilo Group’s success. The new ideas that come from different perspectives make us a global pioneer. Affirmative action for diversity refers both to professional variables, such as technical or training backgrounds or length of service, and to demographic variables such as age, ethnic background, gender, nationality or level of education.



18%

is the share of women in Wilo management positions.



102

nationalities work at Wilo.

The Wilo Group’s goal is to reflect the diversity of its business landscape through its employees in order to optimally respond to customer wishes on the one hand while, on the other, appreciating its employees and their individual capabilities while helping them to tap their full potential. Accordingly, it is very important to us to ensure that hiring, performance assessment, remuneration and promotions are fair and based on objective criteria.

One of the indicators we measure ourselves against is the share of women in management positions. We are aiming for a share of 20 percent.

### Women in management positions

We had 18 percent women in management positions last year. This is in line with prior-year figures and proves that we have successfully maintained a good level by industry standards. In order to make further progress in achieving our target, we offer

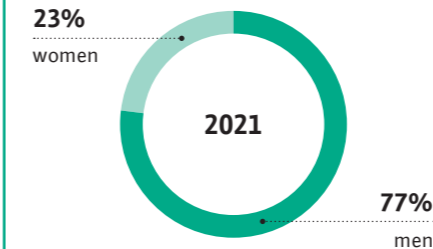
various programmes to support women in their career development.

Key measures include the systematic selection and the promotion of women in our global and regional talent pools. Furthermore, we are making our company more attractive with a number of options such as individual working time models, remote working and needs-based training. We are thus improving work-life balance, which is having a positive effect on career development for women. One sign that people are happy to take advantage of the opportunity of individual working time models is the growing number of part-time employees.

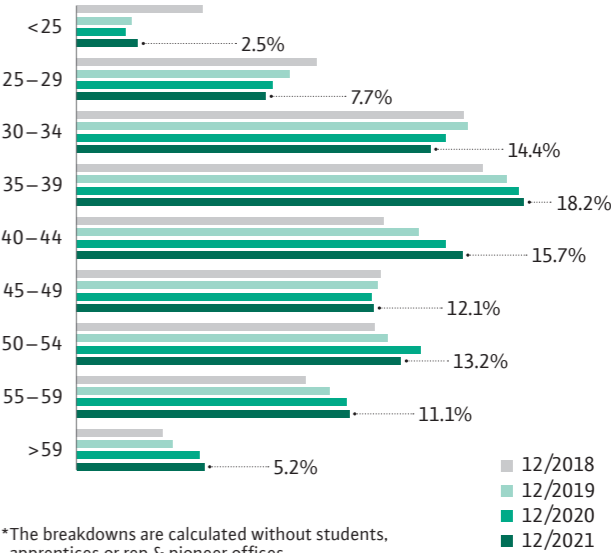
Wilo joined the UN Global Compact’s Target Gender Equality programme in the spring of 2021. The programme uses a holistic approach and helps companies to develop the various strategies and activities needed to advance gender equality and achieve gender parity.

### Male/female ratio

Total workforce



### Development in the number of employees\*



\*The breakdowns are calculated without students, apprentices or rep & pioneer offices.

### Diversity in Wilo Sustainability Week

During the 2021 Wilo Sustainability Week, we put forward an issue from Wilo’s sustainability strategy and invited employees to address the respective issues through a number of activities. While at the start of the week it was all about environmental issues such as energy and emissions, water, materials and waste, on Friday the focus was on diversity. Employees were provided with an information pack, videos and self-tests, and then asked what diversity means to them. Almost 200 employees took part in the event in total.

### Glowing signal on violence against women

The UN’s “Orange The World” campaign takes place each year between 25 November, the International Day for the Elimination of Violence against Women, and 10 December, International Human Rights Day.

Around the world, buildings are lit up in orange on these 16 days as a visible sign against violence against women. Wilo again took part in this global campaign and lit up the LED wall at the new Wilopark in dazzling orange. The Wilo-Foundation also donated EUR 1,000 to ZONTA Club Dortmund, which campaigns against violence against women.

Key sustainability indicator	2018	2019	2020	2021
Women in management positions (%)	16	18	18	18

# Occupational Health and Safety

## Vision Zero

As part of a Vision Zero strategy, Wilo is striving to avoid all accidents and work-related illness. We came another step closer to this goal in 2021: The accident frequency rate declined from 5.5 to 5.3. There were particular challenges for occupational health and safety at Wilo plants in the past year: A very good order situation was accompanied by the continued unpredictability of the pandemic and the necessity of maintaining all COVID protections.



5.3

is the accident frequency rate in 2021.

In terms of accidents, there was a slightly higher number of incidents, usually with minor risk potential. This is also reflected by the accident severity score, which was gratifyingly low at 0.15.

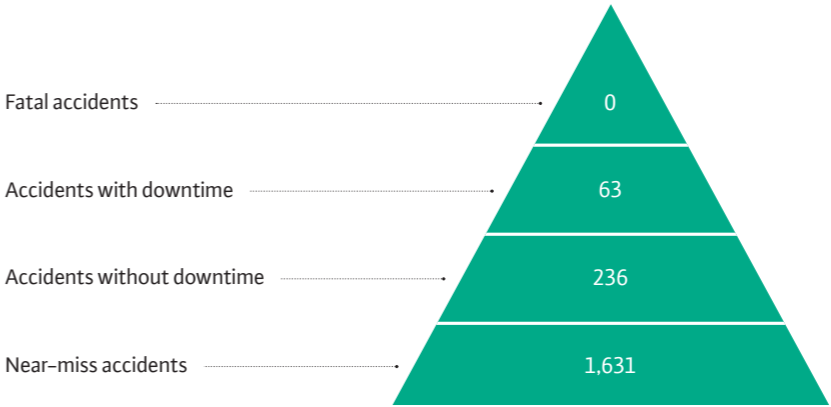
### Uniform occupational health and safety standards worldwide

Since 2016, Wilo has been operating a uniform Group-wide management system to ensure that all production sites satisfy the statutory requirements and implement Group-wide standards and processes. This occupational health and safety system is certified in accordance with ISO 45001; the coverage rate at all plants is more than 90 percent. Regular internal audits monitor compliance and identify potential for improvement. The results are then incorporated into central, quarterly reporting. 41 deviations and 66 potential areas for improvement were reported in 2021. The implementation level is 98 percent.

### Training and engagement for more safety

Regular safety training is a key requirement for avoiding accidents, and every Wilo employee around the world therefore has to complete it. The scope and frequency are dependent on the respective area of work. In administration, training on key risks and new developments in occupational health and safety system is carried out at least once per year. The average amount of training is 3.5 hours.

As a result of the coronavirus pandemic, training is increasingly being provided online. As the safety risks in production and service are much greater, training in these areas is more intensive and also provided more frequently as and when necessary. Reasons for such ad hoc training essentially include process changes and products, machinery and systems. The average number of training hours here is between ten



and twelve per employee per year. On top of this, there are occupational health and safety improvement routines such as safety inspections, gemba talks or 6S audits. In accordance with the Group-wide ISO 45001 certification, a number of bodies have been installed to involve employees in all relevant safety concerns.

### Wilo Safety Award

For the first time in the past year, we presented an award for outstanding achievements in occupational health and safety at one of Wilo's plants. The award will be handed out every two years in future. In particular, besides a low number of accidents, key criteria include innovative measures for accident avoidance, special consideration of behavioural components and a high level of management engagement and employee participation. The

award went to Wilo's Qinhuangdao site in China: "1,000 days without an accident, innovative safety measures and the dedication of the entire workforce convinced us," said Georg Weber, CTO of the Wilo Group, in his address at the international, digital award ceremony. "Health is the most important issue for all of us – not just during COVID. Would you recommend your children to work in a Wilo factory because you know that it's a safe work environment? If so, then we're on the right path!"

Key sustainability indicator	2018	2019	2020	2021
LTIR*	9.2	6.6	5.5	5.3

\*Number of work accidents per 1 million hours worked

# Capacity Development and Local Employment

## Capacity mobilisation and sustainable development

Capacity development is a process of change by which people, organisations and societies mobilise, adapt and expand their capabilities to sustainably shape their own development.



14

training centres in Latin America, Asia and Africa have already been launched.

This is often equated with additional personnel, training and workshops. While individual training sessions and workshops can be part of a comprehensive capacity development plan, that alone is not enough. Capacity development needs a broader approach.

The aim of our programmes is therefore not just to build training and continuing professional development capacity, but also to raise local awareness for energy and resource efficiency.

The Wilo Group is concentrating on establishing 20 new training centres by 2025. 14 such training centres have already been launched in Latin America, Central Asia and Africa.

Political and economic institutions assist us in our international networking and in the devising successful implementation concepts. For example, we initiated a joint project for sustainable and low-impact irrigation in agriculture with the German Society for International Cooperation in Uzbekistan this year.

In cooperation with German industrial partners, we are moreover providing training equipment and documentation and carrying out reference projects. In Ghana, for example, the ATTC (Accra Technical Training Center) was renovated and the theoretical

and practical training modules developed in 2021. Work then began to teach teachers based on the train-the-trainer principle.

In Mongolia, we are working with vocational schools in the sanitation, heating and air conditioning sector and currently defining learning content in close coordination with the competent ministries and authorities. The recognition of training and professional development modules and their certification is the key to the long-term and sustainability of our programmes.

One new partnership launched this year is IIDES-NSC (Industry Integrated Dual Engineering Studies in a North-South Collaboration). The objective here is to develop, build and operate a prototype for electricity generation and water extraction in a model village together with students from Krefeld and Abidjan, Ivory Coast. Thus, the Niederrhein University of Applied Sciences, together with Université Nangui-Abrogoua in Abidjan and Wilo, wants to help to empower the people of the West African nation to independently and sustainably solve the problems of limited access to an electricity and water supply.

# Wilo-Foundation

## Social engagement for water, the environment and young talents

WILO SE is involved in a range of social projects together with its main shareholder, the Wilo-Foundation. In addition to ensuring continuity within the company, the family-run foundation provides financial assistance for projects in the fields of science, education and social welfare, culture and sport, and is thus actively committed to the common good.

Thematically, it is particularly dedicated to the future topics of water, the environment and climate protection, technology and digitalization. As an estimated 2.1 billion people have insufficient access to safe drinking water and more than 4.3 billion people worldwide only have inadequate sanitation facilities, the Wilo-Foundation explicitly supports funding projects in countries that are severely affected. Geographically, the Wilo-Foundation mainly supports projects in countries where the Wilo Group has business locations.

The support for education is in keeping with our motto “empowering young people” to promote equal opportunities and sustainability. The focus is on future skills, STEM topics and social entrepreneurship. Also, it is self-evident for a family foundation to seek a dialogue based on partnership with the foundation landscape and the scientific, economic and municipal communities – for example as a member of the international F20 Foundations Platform, the Association of Arts and Culture of the German Economy at the Federation of German Industries and the Ruhr Region Foundations Network.

### Cambodia: Drinking water project on the Tonle Sap lake

The drinking water project of the Global Nature Fund for the floating village of Phat Sanday has been funded by the German Federal Ministry of Economic Cooperation



and Development and the Wilo-Foundation as a pilot project from 2020 to 2022. The goal is to support the Phat Sanday village’s in its development towards a clean, environmentally friendly, participatory and resilient community that has clean drinking water and that is able to manage its fish stocks sustainably and to diversify its sources of income.

### Brazil: “Water for Lives” programme

“Habitat for Humanity” works to build houses around the world and, in this context, to ensure their water supply. As part of the “Water for Lives” programme, cisterns are built to provide families in socially disadvantaged communities with a direct water supply, with the help of volunteer staff of companies, and with the participation of the local population. In Brazil’s Pernambuco region, 14 cisterns were built in

The floating village Phat Sanday receives support in the areas of waste management and water supply.

this way in 2020 and 2021. Four more are planned for 2022.

**Model Project: Digital workshop schools in Dortmund**

The goal of the Model Project for Integration and Advancement is to assist ten schools of different forms in Dortmund in their digital development, to teach teachers and pupils about sustainable learning and, in particular, to help children from third countries with digital tools. The project is a cooperation between Education Y, Teach First Germany and the consultancy IMAP GmbH, and is funded by the European Asylum, Migration and Integration Fund (AMIF), the city of Dortmund and the Wilo-Foundation.

**ENACTUS – Global platform for social entrepreneurship**

Enactus is a contest for social entrepreneurship ideas embedded in a learning platform. The goal is to inspire students to improve the world sustainably through entrepreneurship. In 37 countries, more than 75,000 students at 1,700 universities are involved in Enactus, 550 companies and foundations support the organisation to improve people's living conditions. 2021 was the Wilo-Foundation's second year of supporting the Enactus World Cup with its 1Race4Oceans competition format, which was all about water as a resource

The Wilo-Foundation is planning to fund the new Enactus initiative with Africa in 2022.



and the oceans. The Wilo Group presented Wilo Excellence Awards to outstanding teams from India, Mexico and Kenya. The Foundation also supported national competitions in India and Germany.

**Jugend forscht**

In 2021, the regional Dortmund *Jugend forscht* (Young Researchers) competition was livestreamed from Wilopark as a hybrid event for the first time. For four years now, the Wilo-Foundation and the Wilo Group have sponsored the annual competition in Dortmund together with the German Federal Institute for Occupational Safety and Health (DASA). *Jugend forscht* is Germany's best-known youth research competition. It seeks to get children and young people between the ages of 10 and 21 interested in STEM subjects. Their project ideas are always judged by an experts jury. The young researchers then receive cash and in kind at an award ceremony.

**Research fellowships for digitality at the theater**

In 2021/22, the Wilo-Foundation provided two research fellowships to the Academy for Theatre and Digitality, which is cooperating with the Helmholtz Information & Data Science Academy. The interdisciplinary research fellowship is intended for scientists and theatre producers. The fellows spend two months at the Academy for Theatre and Digitality in Dortmund and three months at one of 18 research centres of the Helmholtz institution. Further information:



<https://theater.digital/>

# Compliance

## An obligation, not an option

At Wilo, compliance means that every employee obeys the law and adheres to internal policies in order to contribute towards ethical, responsible conduct. In a globalised corporate world, our employees operate within different legal and value systems.

Compliance with all the applicable laws and regulations around the world is a growing challenge – one for which managers have a special responsibility. However, compliance is only actually practised in the company when all the employees know and understand the rules. Employees therefore have to be trained regularly and according to the target group they are belonging to. For example, we offer special manager training. Through our e-learning, commercial employees are repeatedly trained on various topics. Furthermore, our local compliance representatives offer compliance awareness training sessions. Our medium term goal is to train 90 percent of all employees on compliance issues.

The coverage for basic compliance training on the Code of Conduct using e-learning was 84 percent in the past year under report. We have thus improved since last year and come closer to our goal. In total, we rolled out five e-learning classes in

2021: two on the Code of Conduct, one on anti-corruption, another on competition law and, finally, data protection training. In future, there will also be other training formats to cover a wider range of issues. One idea is to go for digital learning nuggets to focus on issues such as sustainability, human rights or ESG.

**International compliance programme**

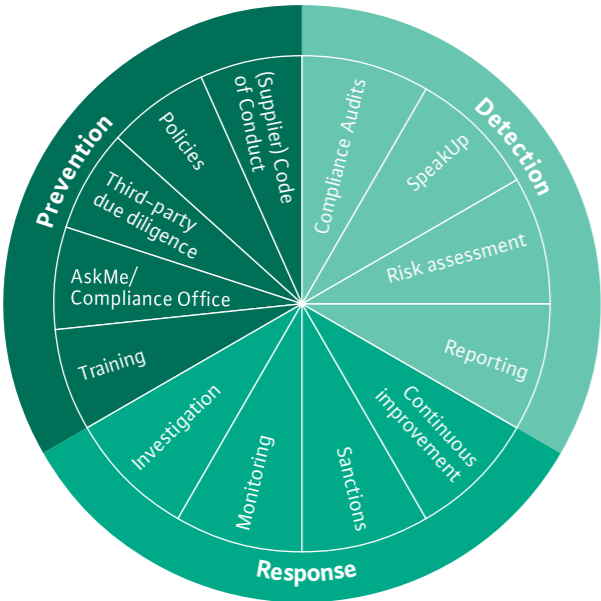
Our compliance programme consists of the elements of prevention, detection and response. Each of these elements involves different activities:

– **Prevention:** This is mainly addressed by the training and e-learning already described. The Compliance Office is also regularly consulted on questions or problems. Regular global compliance surveys let us know where there is potential for improvement within our preventive activities, such as in training content or information requirements.



84%

Training coverage on compliance issues.



– **Reaction:** In addition to the SpeakUp tool, there is a case management process to follow up on suspicions in a standardised, verifiably documented and objective manner and, if a response is required, to sanction them appropriately. Reporting duties and responsibilities are assigned to certain functions transparently and on a case-by-case basis. Case management analyses the lessons learned to ensure the continuous improvement of the compliance management system and related activities.

– **Detection:** Various points of contact can be used to detect potential compliance breaches, including both personal reporting channels, i.e. through the local compliance representative or direct supervisors, and anonymous tips SpeakUp, our whistleblower system. The compliance risk analysis is another of our detection activities with which we identify risks with a focus on corruption and competition law. Naturally, compliance issues are also always covered by our internal audits, which now have to be performed using a revised and more flexible remote approach on account of the pandemic. Activities furthermore include the self-assessment on global minimum requirements performed in 2021, which takes compliance issues into account.

**Compliance organisation**  
In addition to the four-person Compliance Office in Dortmund, Wilo’s compliance organisation currently includes 33 local compliance representatives at the subsidiaries as points of contact and multipliers. The network comprising the Compliance Office and the local compliance representatives is being continuously intensified with positive cooperation. This, too, plays a part in refining our compliance culture. Since 2019, there have been regular four fixed meetings of small groups where local compliance representatives can report on the latest compliance developments and projects. In addition, the regular four fixed meetings are an opportunity to share information on compliance issues and representatives’ own experiences in order to learn from one another. There is a Compliance Committee comprising representatives from various areas of the company that essentially performs an advisory and supervisory function for the compliance programme.

Key sustainability indicator	2018	2019	2020	2021
Training coverage (%)	56	90	80	84

# Sustainable Supply Chains

## Responsibility along the entire supply chain

Wilo has had established processes for implementing sustainability in the supply chain for many years already. Our goal is to create transparency of the entire supplier portfolio and to ensure that 100 percent of suppliers comply with the basic principles of human rights.

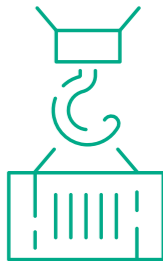
A key component of this is the Wilo Supplier Code of Conduct (SCoC), which contains all core elements of human rights due diligence. It is an integral requirement in the supplier qualification process. This is how our suppliers undertake to comply with the ethical standards required of them. Last year, we increased our compliance rate to 98 percent (2020: 93 percent).

There is an occupational health and safety and environmental protection self-disclosure in addition to the SCoC. This is sent out when there is no other information on suppliers in the form of certificates or audit results. Around 600 questionnaires were sent to key suppliers in the past year. The return ratio is satisfactory at 65 percent and marks a significant increase as against the previous year (2020: 40 percent). Based on the responses received, a vast majority of suppliers (95 percent) satisfy our standards. A mere 5 percent were rejected. In these cases, further steps were agreed with the buyer in charge.

**Human rights due diligence**  
The focus in 2021 was on continuing to implement the core elements of human rights due diligence. In particular, the implemented risk assessment was extended and audits and procedures were defined for the identified high-risk suppliers.

Our primary goal is to achieve transparency of compliance with basic principles of human rights in our supply chain. Last year, we therefore expanded our analysis to include B-suppliers (lower share of net sales) and suppliers of non-production materials, with the result that the analysis now covers more than 90 percent of the overall supplier base.

There are two steps to the risk assessment methodology: The first step is a quantitative analysis on the basis of internationally available risk indices and the available supplier information, such as ISO certifications or self-disclosures. The second step was to subject the potential high-risk suppliers identified to a qualitative analysis. This is



**98%**  
of our A-suppliers satisfied Wilo’s ethical standards.

done by discussing the results and impressions of audits and supplier visits with the buyers in charge and quality managers. The suppliers to be looked at in more detail in a human rights audit are then selected.

As at the time of reporting, 83 of our key suppliers were classified as potentially high-risk. The number has been reduced since 2020 (107) as many suppliers have been made more aware and outstanding information such as ISO certificates or self-assessments has been passed on. Following a qualitative analysis, six suppliers were identified for an audit in 2022.

**Defining measures**

On the basis of the 2020 risk analysis, social compliance audits were planned and carried out at five suppliers in China and one supplier in Korea. Two further audits planned in India were delayed until early 2022 owing to COVID. The audits are based on the SMETA standard. They were performed by an external partner, Bureau Veritas.

The results were very good in most cases. The number of findings was extensive, but not severe. In total, the six audits identified 140 minor deviations. Most of

these concerned occupational health and safety of fire protection aspects. Only with one supplier were the findings were sufficiently extensive to force the business relationship to be cancelled. Besides the high number of deficiencies, this decision was motivated by the supplier’s unwillingness to cooperate or disclose information.

The results were converted into an action plan and provided to the buyers in charge for follow-up. Following the implementation of the activities and a further effectiveness review, the suppliers were reclassified to a medium risk class. The results of the risk assessment and the status of activities are reported on internally at regular intervals. External reporting is provided annually in conjunction with the sustainability report.

**Complaints mechanism**

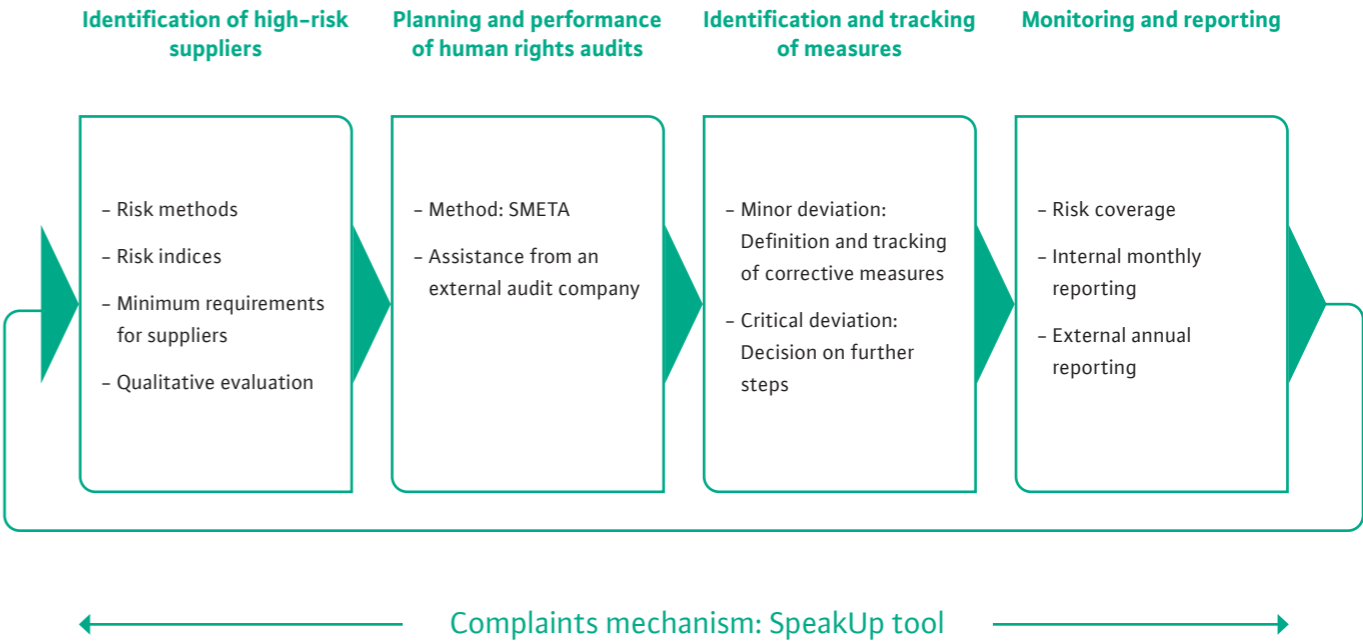
On the basis of the Group-wide Code of Conduct, an official complaints mechanism is available to all internal and external stakeholders. Wilo attaches great importance to transparent and correct business processes. To us, taking responsibility also means encouraging others to report potential breaches of laws, rules, policies and our Code of Conduct. Such reports

can be submitted – even anonymously – using the Internet-based SpeakUp system. This is an externally operated, specially protected communications platform that allows users to leave confidential messages for the Wilo Group by phone or over the Internet in local language. The reports are received and assessed in the Compliance Office. Suitable measures are then initiated and responsible persons

appointed. The Compliance Office itself ensures that these cases are documented and reports quarterly to the Compliance Committee, the Executive Board and the Audit Committee.



**Human rights due diligence process**



Reference

## Flood Relief

The flood washed away our sense of detachment

*The German states of Rhineland-Palatinate and North Rhine-Westphalia were hit particularly hard by the flooding disaster in the middle of July 2021: Entire town centres were flooded, hundreds of apartments destroyed and large parts of the local infrastructure devastated. An ideal chance for Wilo to provide quick, straightforward help with its “Wilo Flood Relief” task force.*



“Wilo Flood Relief”  
on deployment in  
Neuenahr-Ahrweiler.



“Despite the different personalities and life experiences, we learned to work as a team in no time at all. On site, we were a small Wilo family that mastered every challenge together. It was an incredible experience and also one of the reasons why I would always be willing to volunteer for something like this again.”

**Stefan Katz, Technical Team BS/I at Wilo**

Wilo quickly donated more than 50 pumps to the Dortmund Professional Fire Department (which had already been working continuously in the particularly hard-hit Rhein-Erft district) and three local fire brigades in order to provide straightforward, immediate assistance. The local association for people with physical and multiple handicaps (VKM), which was also damaged in the flood, was provided with several high-efficiency pumps. The newly created

“Wilo Flood Relief” task force quickly and straightforwardly helped co-workers personally affected by the flooding as well.

At ground level, victims of the flooding were assisted by qualified personnel dispatched by Wilo to two large-scale aid operations in the Ahr Valley. In cooperation with “Heating Engineers with a Heart”, an initiative formed by sanitation, heating and air conditioning professionals that

“We owe a debt of thanks to all the flood volunteers for their tremendous efforts at ground level and the many helpers in the background who provided logistical support for the operations in the Ahr Valley. By combining efforts, Wilo made a major contribution towards helping people in the region affected.”

**Oliver Hermes**

worked tirelessly for months to help the victims, “Wilo Flood Relief” set up a base camp in Bad Neuenahr-Ahrweiler. From there, Wilo employees coordinated their operations to help rebuild the destroyed infrastructure at various locations. Following an initial aid campaign from the middle of October until the middle of November, at the start of December there was another ten-day operation to provide as many families as possible with heating and hot water before the holidays.

You could feel it everywhere. Wilo staff from all over Germany felt this spirit as well working in the team and interacting with the victims and other flood relief initiatives.”

Victims received assistance from qualified professionals.

In conjunction with the flood relief operation, Wilo delivered 650 Wilo pumps on 16 pallets in total to the Ahr Valley. 25 Wilo Flood Relief helpers from all over Germany, assisted by ten trainees from the Dortmund location, spent 2,250 hours in total on site, working to help the people of the Ahr Valley. “There was an incredible sense of solidarity and cohesion among the people here,” said Ralf Bosch, Wilo sales consultant. “They’re not wrong when they say that the flood washed away our sense of detachment.





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# Sustainability Organisation

## Strategically refining sustainability

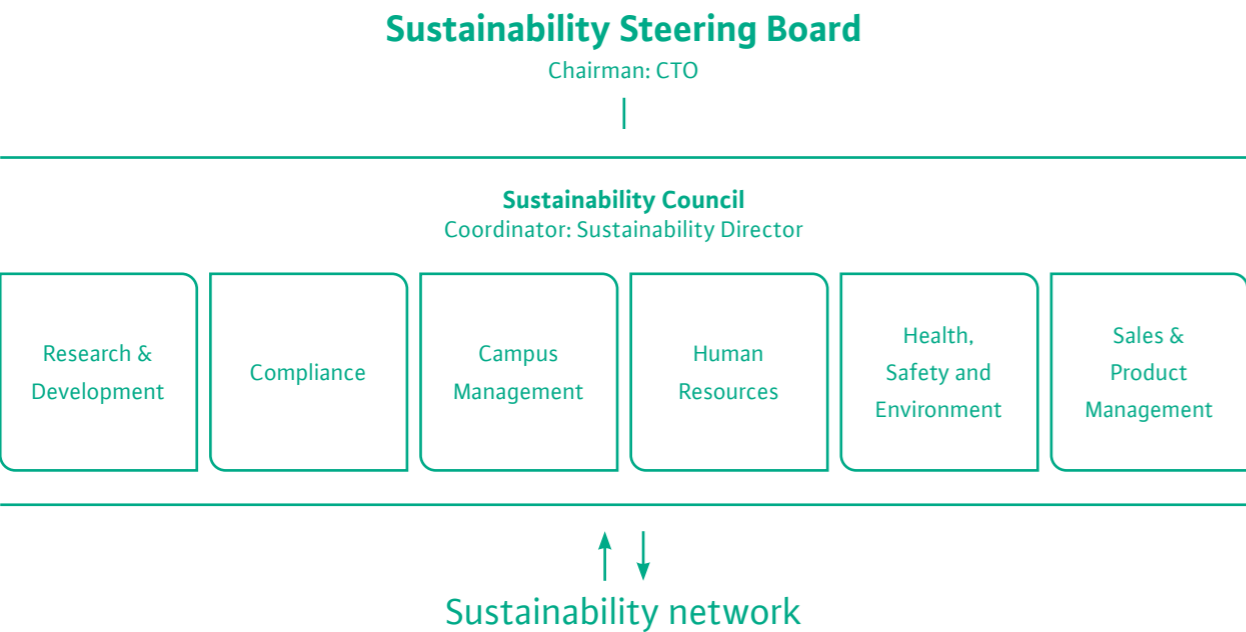
Wilo sees sustainability management as a cross-divisional function. Promoting integration, communication and dialogue between the specialist departments is the top priority. To facilitate efficient cooperation, Wilo has defined clear structures and responsibilities.

The sustainability organisation was defined in conjunction with strategy development in 2018 and has been established since then. The Sustainability Steering Board is the central decision-making body. It comprises managers from selected specialist departments and is chaired by the Chief Technology Officer (CTO), Georg Weber. Responsibility for the sustainable development of the company is thus embedded at the highest level. This is where the strategic direction for sustainability management is defined and implemented.

The Sustainability Council is responsible for developing the content of the sustainability strategy and ensuring its implementation within the organisation. These 18 sustainability goals are integrated into the functional strategies of the individual departments and are

therefore part of regular reporting. The Council has interdisciplinary members covering all of Wilo's specialist departments that are associated with the main sustainability challenges identified. The members of the Council serve as sustainability officers within their respective departments.

The Council is coordinated by the Sustainability Director. The sustainability network is not a specific body, but is rather all the employees at Wilo's more than 80 locations who are involved in the achievement of the sustainability goals in their day-to-day activities. Their suggestions are taken into account in the ongoing development of the sustainability strategy through their managers.



# Climate Risks

## Identifying and counteracting risks early on

The Wilo Group has a modern, integrated and globally available risk management system that comprises the assessment of climate risks and opportunities. It ensures the early identification of business risks and guarantees that effective countermeasures are initiated early on.

Risk management at Wilo Group uses a distributed organisation structure. Throughout the Group, second-level managers, who act as risk management officers, are responsible for tracking and reporting risks. They do this in close collaboration with the Group Risk Manager and are assisted by Controlling. Checklists and the categorisation of risks throughout the Wilo Group guarantee a uniform risk assessment and comparability of procedures. Suitable software is used as the relevant communication and information platform.

Overall responsibility for risk management is shouldered by the Executive Board, which also defined the risk strategy for the Wilo Group. The risk strategy is implemented throughout the Group in the form of uniform policies and processes.

**“Ambition 2025” corporate strategy**  
Climate change and the associated risks and opportunities to the company were defined when the “Ambition 2025” corporate strategy was formulated. As one of six megatrends, climate change has a material impact on all five market segments of the Wilo Group in all regions in which the company operates.

The key, medium-term physical risks of climate change for the Wilo Group lie in increased severe weather events and the associated impact on the supply chain. Storm damage, floods and droughts can affect the entire supply chain and have massive economic as well as human consequences. These risks are countered using professional monitoring and controlling systems. The risk of supply shortages is primarily prevented by the availability of second-source suppliers. Suitable insurance policies are also taken out to help reduce the economic repercussions of these business risks.

However, climate change also offers a number of opportunities for the Wilo Group: With smart pumps and systems, Wilo can comprehensively and reliably help to cover the basic requirements of the water infrastructure and counter the negative repercussions of climate change such as flooding.

The requirements of energy and resource efficiency are also on the rise in urban conurbations especially. All over the world, innovative city infrastructures based on smart systems and digital solutions are emerging. The heightening of minimum standards enshrined in law will stimulate demand for forward-looking, resource-saving products and system solutions. The Wilo Group aspires to be an innovation leader and digital pioneer for the future, thereby helping to reduce the carbon load on the environment through lower energy consumption.

**Uniform risk management**  
The Wilo Group's risk management policy sets out the principles for the handling of risks. Moreover, it governs the requirements of risk reporting, the procedures for risk assessment and binding reporting thresholds. The policy also defines the duties and powers of all involved in the risk management process.

The risk atlas outlines uniformly applicable categories for structuring risk identification. The risk atlas is continuously being reviewed to assure that it is complete and is updated accordingly if necessary. This guarantees that all relevant risk areas are covered at all times. The respective risk management officers of the Wilo Group ensure that risks are tracked and controlled in their areas of responsibility. Physical risks in the supply chain are also identified and assessed using the risk methods tool. The Group Risk Manager coordinates this distributed risk management process

and reports quarterly and on an ad hoc basis to the Executive Board of the Wilo Group.

The identified risks are assessed based on a uniform methodology prescribed by the risk management policy. The specific probability of occurrence (for the next twelve months) and the gross and net risk are calculated for each identified risk. Net risks include suitable risk-prevention or mitigation procedures. These procedures aim to reduce the potential damage or the probability of occurrence. Moreover, binding reporting thresholds are defined in the risk management policy. This means that risk management officers must report every risk with net potential damage in excess of a defined value regardless of its probability of occurrence.

The risk management system reflects the risks reported by the different business areas in aggregate at Group level. The Executive Board receives quarterly reports on

the results of risk analysis and, if necessary in isolated cases, immediate reports as well. Furthermore, the Supervisory Board or its Audit Committee receives comprehensive and continuous reporting on the status and development of the risk management system.

**Key performance indicators and targets**

Wilo has developed an explicit climate strategy with the goal of carbon-neutral production and a minimum reduction in greenhouse gas emissions of 60 percent as against the benchmark year of 2018 by 2025. Since signing the 1.5 °C pledge of the Science Based Targets Initiative (SBTi) in May 2021, we will hone this climate strategy once again and integrate targets for Scope 3 emissions in particular.

The key performance indicators and results for the current year under report can be found in the section entitled “Emissions in Production and Processes” from page 39.

One of the foremost trade fairs for Wilo, the ISH, was also held digitally last year. Wilo participated with a number of activities and formats. Besides various product presentations and webinars, it was also possible to book a factory tour through the new Wilopark as an “ISH Edition”.

**National and international cooperations**

As a global company, we are an active member of various national and international associations and organisations. The shared goal of most of these cooperations is the responsible, sustainable treatment of the precious resource of water and the environment. We are particularly proud to have been a part of the “50 Sustainability & Climate Leaders” initiative supported by the United Nations and Bloomberg. The aim of the initiative is to show companies how to stand out with a special commitment to climate protection.

Last year, all the companies met for the Vision 2045 Summit in Edinburgh. The event was held in parallel to COP26. Wilo made a contribution to SDG 6 “Water and Sanitation” in conjunction with the panel discussion.

Another highlight in the past year was a strategic partnership with Schneider Electric. The goal is to develop joint solutions for more efficiency and sustainability in the water and building sectors. The combined technologies and services of the two companies create end-to-end solutions for energy efficiency and water savings in sustainable buildings, municipalities and utility companies as well as in industrial water management.

**Dialogue with employees**

Open communication and trusting cooperation have always been the basis of our success. One key component of employee communication is constructive cooperation with employee representatives. Wilo places great value on partnership-based interaction that is beneficial for both parties. All the relevant company guidelines are developed and realised in close cooperation, leading to significantly higher acceptance and faster implementation. Modern digital communications channels like the intranet (TeamOne) offer the opportunity to inform employees about all company topics in a timely and comprehensive manner.

Employees play a central role in the sustainable alignment of business activities as well. The challenges of transformation can only be met if there is a common and shared understanding of sustainable development within the organisation. We implemented two employee campaigns in the past month. For instance, the whole of May was dedicated to the Wilo Sustainability Challenge. There were 16 events over the four weeks, where representatives from other companies or the worlds of science and politics gave presentations on topics such as the circular economy, net zero, hydrogen or the voluntary offset market. In total, more than 500 of Wilo’s employees took part in the events. The aim was to raise employee awareness of sustainable challenges and solutions, thereby creating an incentive to submit ideas on how to improve existing Wilo processes. Approximately 200 sustainability ideas from all over the world were submitted on our WINGS Ideas platform over the month. In the end, a jury made up of the CTO, Innovation Management and the Sustainability department chose the winners of the competition. Three ideas in total were selected and received support in testing and further development. The winning projects came from the fields of women in technical professions, alternative plastics and smart irrigation in areas with water shortages.

As a sustainable transformation is not just taking place at businesses, and in fact everyone can make their own private contribution, the second employee campaign in autumn focused on the challenges employees face in their everyday private lives. The Sustainability department set four challenges in the areas of water, energy & emissions, materials & waste and employees & society. Employees then signed up online and made a “pledge”, for example, to eat only vegetarian for a week, to ride a bike or not to use single-use plastics. Staff sent us their photos and videos as proof that they took part in the week-long challenge. We received more than 100 fantastic pictures and stories. For each participating employee, Wilo made a monetary donation to “Organisation weltweit e.V”. The feedback on the campaign was highly positive and reinforces our belief that our employees are a key element in the sustainable transformation.

# Stakeholder Dialogue

## Working together as partners

Continuous dialogue is indispensable and therefore a central element of Wilo’s sustainability management. We firmly believe that without stakeholder partnerships, we will be unable to rise to the enormous challenges of sustainable development.

The stakeholder dialogue is implemented through various specialist departments and channels. We pursue a particularly intensive dialogue with our customers. In addition to routine day-to-day communication along the sales channels, we focus on cooperation in associations, organising meetings and congresses, and participating in joint projects. This sharing of information mostly took place on digital platforms during the

pandemic. One example is the new Wilo World, where our products, systems and solutions can be experienced interactively by a variety of technological 3D visualisations. Our customers can submerge themselves live in buildings and landscapes to experience the structure and functionality of our solutions – from references to applications to the technologies behind the pumps and solutions actually used.

# Materiality Analysis

## Setting dynamic priorities

In developing the sustainability strategy, material issues were identified in consultation with the following sources:

- UN Sustainable Development Goals
- Topic-specific GRI standards
- Wilo megatrends
- Industry-specific challenges
- Regulatory provisions
- Results of the stakeholder dialogue

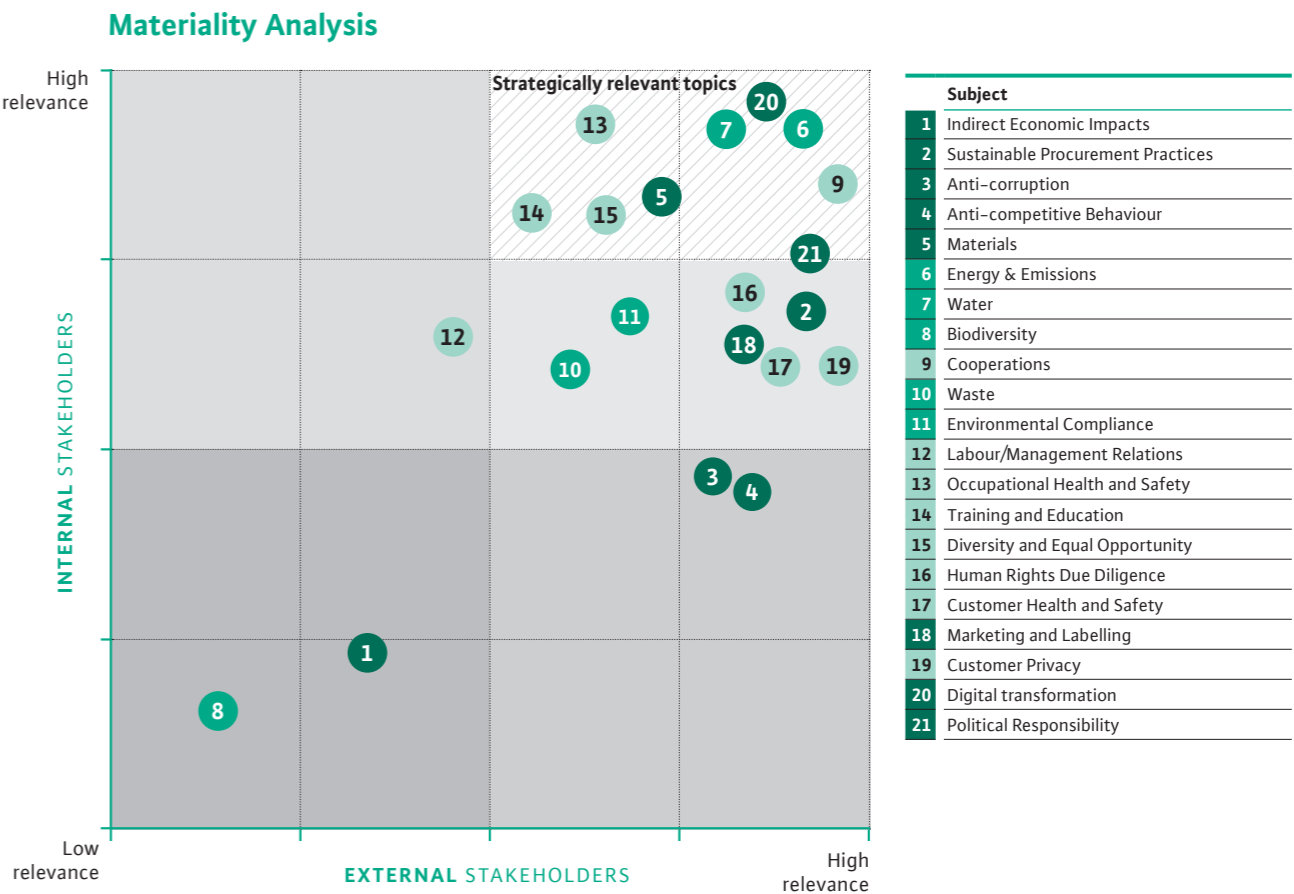
The resulting list was analysed and prioritised by the sustainability department with the help of the specialist departments. The results of this were then discussed with the Steering Committee and the key sustainability issues were finalised. These form the basis for the sustainability strategy that was published in 2018.

Content adjustments to the strategic alignment are based on the ongoing dialogue with our stakeholders. Actively taking part in networks and industry initiatives to share information with other companies means that new developments, trends and requirements can be recognised early on. Intensive discussion with our specialist departments is also a valuable source for anticipating new issues.

One example of this is the European Green Deal and the associated regulatory initiatives for reducing emissions. Wilo is already well positioned today to satisfy the future requirements for the activities to be implemented and the reporting. As a climate protection company, we will continue to make a major contribution towards achieving climate protection goals with our sustainable solutions.

Another issue that has become more prominent in 2021 as regards its significance to Wilo is human rights due diligence in the supply chain. We are closely discussing the National Action Plan for Human Rights in conjunction with other companies in a VDMA network. We have added supply chain responsibility as another objective of our sustainability strategy and fully implemented the corresponding core elements.

Materiality analysis is a dynamic process that is a component of our day-to-day work. This is the only way to ensure that our sustainability activities are effective.



# External evaluations

## Prize-winning success

### 2021 German Sustainability Award

We are proud of the 2021 German Sustainability Award in the “Climate” transformation field. This recognises our particular efforts, as a climate protection company, to take responsibility for sustainable development.

### German Sustainability Award for Design 2022

One particular distinction in the past year was making it through to the final group for the German Sustainability Award for Design with our Wilo-Rexa SOLID-Q smart sewage pump.

### Ecovadis

We underwent a sustainability rating by Ecovadis for the third time in 2021. We are pleased to report that we improved our score from 51 to 68 points and thus earned gold status.

# APPENDIX

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## About this Report

### Format

This report is published online. The content is available to download as a full document in PDF format.

### Reporting standard: GRI

This report is based on the internationally recognised standards of the Global Reporting Initiative (GRI) and was prepared in accordance with the “core” GRI standard option. The GRI content index refers to the additional content in the sustainability report or in other published sources. Wilo transparently reports all data and information that is relevant and material from a company perspective.

### UN Global Compact

As a signatory of the UN Global Compact, we are obliged to report on our progress in terms of implementing the ten principles. This sustainability report also includes the required annual “Communication on Progress” (CoP).

### Sustainable Development Goals

The report also refers to the United Nations Sustainable Development Goals. The goals on which Wilo focuses and the company activities undertaken to achieve these goals are discussed in the respective section on the sustainability strategy.

### Reporting cycle

Wilo’s sustainability report is published every year in fully revised form. The key indicators are updated every year.

### Report content

This Wilo sustainability report provides information on the strategic orientation and management of sustainability within the company. The target readers of this publication include customers, employees, suppliers, media representatives and other interested stakeholders. We conducted a materiality analysis in order to define and evaluate the material sustainability topics for our business activities. The report provides information on the material activities and impacts along the entire value chain, with a particular focus on the topics of “Water”, “Energy and emissions”, “Materials and waste” and “Employees and society”. Targets and measures have been formulated in conjunction with the sustainability strategy. These are presented transparently and comprehensibly in the report.

The reporting period covers the whole of Wilo’s 2021 financial year (1 January to 31 December 2021).

The editorial deadline for the report was 14 April 2022. Some figures are rounded.

### Terms used

We typically describe our workforce as “employees” and use gender-neutral terms to improve readability.

### Contact

Your opinion matters to us: e-mail us with your questions and suggestions at:

**responsibility@wilo.com**

Additional Key Figures

	Unit	2019	2020	2021	Note
Business metrics					
Net sales	€ million	1,477.8	1,451.5	1,651.9	
Net sales growth	%	1.0	1.8**/-1.8	15.1*/13.8	**Adjusted for currency effects
EBITDA	€ million	180.1	141.2	181.1	
Consolidated net income	€ million	72.4	24.9	49.0	
Capital expenditure*	€ million	155.7	120.9	172.3	
R&D expenses*	€ million	67.6	68.6	71.0	
Equity	€ million	792.4	764.8	836.8	
Equity ratio	%	48.3	47.1	45.1	
Water					
Annual water infrastructure growth rate	%	5	-5	12	
Annual smart water systems growth rate	%	62	50	35	First launched in 2017
Water consumption	m³	89,604*	94,274	108,740	
Water consumption per employee	m³/employee	14.71*	15.9	18.3	
Energy and Emissions					
Energy savings through high-efficiency products	TWh	1.77	1.9	2.1	
Energy Solutions projects completed	Number	10,159	7,509	10,696	
Annual Smart Products growth rate	%	-	141	5.1	Wilo-Stratos MAXO goes on sale in 2019
Total carbon emissions (Scope 1 and 2)	t	16,533*	15,380*	13,186	
Scope 1 emissions	t	6,932	6,153	6,953	
Scope 2 emissions	t	9,601	9,227	6,233	
Carbon emissions/net sales	kg/ € thousand	11.25*	10.63	7.98	
Total energy consumption	MWh	73,113	69,693	72,491	
Electricity	MWh	44,019	44,026	43,641	
Gas	MWh	14,757	20,524	24,463	
Oil	MWh	12,046	3,059	2,098	
District heating	MWh	2,291	2,084	2,289	
In-house electricity generation	MWh	301	792	1,311	
LEED building certifications	%	35	40	40	Based on production locations
Business travel					
Wilo fleet	t CO <sub>2</sub>	1,873	1,745	1,984	Germany
By air	t CO <sub>2</sub>	1,536	350	166	Germany
Rental cars	t CO <sub>2</sub>	111	36	72	Germany
Railway travel	t CO <sub>2</sub>	1.4	<1	<1	Germany
*Figure was adjusted retrospectively					

	Unit	2019	2020	2021	Note
Material					
Number of reused components	Number	45,774	37,961	53,500	Germany
Copper saved	t	8.2	15.7	19	
Reusable packaging (inbound)	%	85	100	100	
Waste recycled	t	7,384*	6,501	6,802	
Recycling rate	%	88*	85	85	
Hazardous waste	t		402	437	
Total waste	t	8,395*	7,652	7,995	
Share disposed of	t	1,014*	1,151	755	
Employees and Society					
Establishment of training centres	Number	3	9	14	
Internally developed managers	%	73	60	71	
Women in management positions	%	18	18	18	
LTIR (accident rate)		6.6	5.5	5.3	
Employees trained on compliance issues	%	90	80	84	
Total employees	Number	7,749	7,836	8,365	As at 31 December
Share of women	%	24	24	23	
Share of men	%	76	76	77	
By contract type:					
Fixed-term	Number	967	1,032	1,001	
Of which women	Number	261	295	240	
Of which men	Number	706	737	761	
Permanent	Number	6,782	6,804	7,364	
Of which women	Number	1,574	1,586	1,709	
Of which men	Number	5,208	5,218	5,654	
By employment type:					
Part-time	Number	240	255	275	
Of which women	Number	187	189	203	
Of which men	Number	62	66	72	
Full-time	Number	7,509	7,581	8,090	
Of which women	Number	1,682	1,692	1,745	
Of which men	Number	5,827	5,889	6,344	
Trainees	Number	129	137	150	
Share of temporary staff	%	8.8	6	4	Germany
Employees by region:					
Emerging markets	Number	2464	2,706	2,874	
Mature markets	Number	5285	5,130	5,491	
Fluctuation rate	%	5.61	4	4.04	
Share of employees with severe disabilities	%	3.97	4	4.25	Germany
Absenteeism due to illness	%	7	7	7.1	Germany
Employees covered by collective bargaining	%	84.7	82	78.4	Germany
Training hours	Hours	62,100	33,500	***	***Restructuring of learning platform, hence the figure cannot be calculated at this time
*Figure was adjusted retrospectively					

Certification Overview

Location		9001	14001	45001	50001
44263 Dortmund–Wilopark, Germany	WILO SE	x	x	x	x
44263 Dortmund–Felicitasstr., Germany	WILO SE	x	x	x	x
95030 Hof, Germany	WILO SE, Hof plant	x	x	x	x
09224 Chemnitz, Germany	Wilo IndustrieSysteme	x	–	–	–
53005 Laval Cedex, France	Wilo France SAS	x	x	x	–
53950 Louverné, France	Wilo France SAS	x	x	x	–
78400 Chatou, France	Wilo France SAS	x	x	–	–
70123 Bari, Italy	Wilo Italia SRL	x	–	–	–
18700 Aubigny–sur–Nère, France	Wilo INTEC SAS	x	x	–	–
91105 Trenčín, Slovakia	Wilo INTEC SAS organizačná zložka Slovakia	x	–	–	–
Jebel Ali Free Zone – South PO Box 262720 Dubai, United Arab Emirates	Wilo Middle East FZE	x	–	–	–
Beijing 101300, P. R. China	Wilo China Ltd.	x	x	x	–
Qinhuangdao City, Hebei Province, P. R. China 066004	Wilo ELEC CO. LTD.	x	x	x	–
Busan 618–260, South Korea	Wilo Pumps Limited	x	x	x	–
43300 Seri Kembangan, Selangor, Malaysia	Wilo Malaysia Sdn. Bhd.	x	–	–	–
Pune – 411 019, India	Wilo Mather and Platt Pumps Private Limited	x	x	x	–
Kolhapur – 416 234, India	Wilo Mather and Platt Pumps Private Limited	x	x	x	–
34956 Istanbul, Turkey	Wilo Pompa Sistemleri A.Ş.	x	x	x	–
Noginsk, Russian Federation	Wilo RUS LLC	x	–	–	–
2351 Wiener Neudorf, Austria	Wilo Pumpen Österreich GmbH	x	–	–	–
352 45 Växjö, Sweden	Wilo Nordic AB	x	–	–	–
1083 Ganshoren, Belgium	Wilo nv	x	–	–	–
05–506 Lesznowola, Poland	Wilo Polska Sp. z o.o.	x	–	–	–
H–2045, Törökbálint, Hungary	Wilo Magyarország Kft.	x	–	–	–

GRI Overview

GRI standard		Page	Section	Note
102 General Disclosures				
102–1	Name of the organisation	100	Publishing information	
102–2	Activities, brands, products and services	Inside front cover	About Wilo	
102–3	Location of headquarters	100	Publishing information	
102–4	Location of operations	Inside front cover	About Wilo	
102–5	Ownership and legal form	Inside front cover	About Wilo	
102–6	Markets served	Inside front cover	About Wilo	
102–7	Scale of the organisation	Inside front cover	About Wilo	
102–8	Information on employees and other workers	62	Global Responsibility	
102–9	Supply chain		Wilo 2021 Annual Report	
102–10	Significant changes to the organisation and its supply chain		Wilo 2021 Annual Report	
102–11	Precautionary principle or approach	12	Sustainability Strategy	
102–12	External initiatives	16 86	– Corporate Political Responsibility – Stakeholder Dialogue	
102–13	Membership of associations and interest groups	16 86	– Corporate Political Responsibility – Stakeholder Dialogue	
102–14	Statement from senior decision–maker	4	Foreword	
102–16	Values, principles, standards and norms of behaviour	73	Compliance	
102–18	Governance structure		Wilo 2021 Annual Report	
102–40	List of stakeholder groups	86	Stakeholder Dialogue	
102–41	Collective bargaining agreements	92	Additional Key Figures	
102–42	Identifying and selecting stakeholders	86	Stakeholder Dialogue	
102–43	Approach to stakeholder engagement	86	Stakeholder Dialogue	
102–44	Key topics and concerns raised	12 88	– Sustainability Strategy – Materiality Analysis	
102–45	Entities included in the consolidated financial statements		Wilo 2021 Annual Report	
102–46	Defining report content and topic boundaries	12 88	– Sustainability Strategy – Materiality Analysis	
102–47	List of material topics	88	Materiality Analysis	
102–48	Restatements of information		–	
102–49	Changes in reporting		–	
102–50	Reporting period	91	About this Report	
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102–53	Contact point for questions regarding the report	100	Publishing information	
102–54	Claims of reporting in accordance with the GRI Standards	91	About this Report	
102–55	GRI content index	95	GRI Overview	
102–56	External assurance			The report has not been reviewed externally.

GRI standard		Page	Section	Note
103 Management Approach				
103-1	Explanation of the material topic and its boundary	12 88	– Sustainability Strategy – Materiality Analysis	The management approach is discussed in the respective section.
103-2	The management approach and its components	12 88	– Sustainability Strategy – Materiality Analysis	The management approach is discussed in the respective section.
103-3	Evaluation of the management approach	84	Sustainability Organisation	
201 Economic Performance				
201-2	Financial implications and other risks and opportunities due to climate change	85	Climate Risks	
203 Indirect Economic Impacts				
203-2	Significant indirect economic impacts	8 70	– Building Bridges – Capacity Development and Local Employment	
205 Anti-corruption				
205-1	Operations assessed for risks related to corruption	73	Compliance	
205-2	Communication and training about anti-corruption policies and procedures	73	Compliance	
300 Environmental disclosures				
301 Materials				
301-1	Materials used by weight or volume	52	Materials Efficiency	
301-2	Recycled input materials used	50	Reuse of Materials	
302 Energy				
302-1	Energy consumption within the organisation	39	Emissions in Production and Processes	
302-4	Reduction of energy consumption	34 36 37 39	– High-efficiency Pumps – Energy Solutions – Smart Products – Emissions in Production and Processes	
302-5	Reductions in energy requirements of products and services	34 36 37	– High-efficiency Pumps – Energy Solutions – Smart Products	
303 Water and Effluents				
303-1	Interactions with water as a shared resource	26	– Water in Production and Processes	The responsible use of water in terms of its extraction and consumption and the down-stream repercussions of this are always a top priority in environmental management. Examples of activities can be found in the section on “Water in Production and Processes”.
303-2	Management of water discharge related impacts	26	– Water in Production and Processes	The statutory requirements (e.g. wastewater treatment, regular controls) are satisfied at the locations to ensure the quality of water discharge.
303-5	Water consumption	26	– Water in Production and Processes	

GRI standard		Page	Section	Note
305 Emissions				
305-1	Direct GHG emissions	39	Emissions in Production and Processes	
305-2	Energy indirect GHG emissions (Scope 2)	39	Emissions in Production and Processes	
305-3	Other indirect GHG emissions	34 37 39	– High-efficiency Pumps – Smart Products – Emissions in Production and Processes	
305-5	Reduction of GHG emissions	34 36 37 39	– High-efficiency Pumps – Energy Solutions – Smart Products – Emissions in Production and Processes	
306 Waste				
306-1	Waste generation and significant waste-related impacts	55	– Materials in Production and Processes	
306-2	Management of significant waste-related impacts	55	– Materials in Production and Processes	
306-3	Waste generated	55	– Materials in Production and Processes	
307 Environmental Compliance				
307-1	Non-compliance with environmental laws and regulations			No incidents of this kind arose in the past financial year.
308 Supplier Environmental Assessment				
308-1	New suppliers that were screened using environmental criteria	75	Sustainable Supply Chains	
401 Employment				
401-1	New employee hires and employee turnover			992 people were hired around the world in 2021.
402 Labour/Management Relations				
402-1	Minimum notice periods regarding operational changes			Notice periods always at least satisfy or exceed the statutory regulations. We comply with the national or local notice periods that apply to us.

GRI standard		Page	Section	Note
403 Occupational Health and Safety				
403-1	Occupational health and safety management system	68	Occupational Health and Safety	
403-2	Hazard identification, risk assessment, and incident investigation	68	Occupational Health and Safety	
403-4	Worker participation, consultation, and communication on occupational health and safety	68	Occupational Health and Safety	
403-5	Worker training on occupational health and safety	68	Occupational Health and Safety	
403-6	Promotion of worker health	68	Occupational Health and Safety	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	68	Occupational Health and Safety	
403-8	Workers covered by an occupational health and safety management system	68	Occupational Health and Safety	
403-9	Work-related injuries	68	Occupational Health and Safety	
404 Training and Education				
404-2	Programs for upgrading employee skills and transition assistance programs	64	Employee Development	
405 Diversity and Equal Opportunity				
405-1	Diversity of governance bodies and employees	66	Diversity	
407 Freedom of Association and Collective Bargaining				
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			Freedom of association and collective bargaining for all are guaranteed by the Wilo Code of Conduct.
414 Supplier Social Assessment				
414-1	New suppliers that were screened using social criteria	75	Sustainable Supply Chains	
414-2	Negative social impacts in the supply chain and actions taken	75	Sustainable Supply Chains	
415	Public Policy			
415-1	Political contributions			In all our political activities, we do not make direct or indirect cash or non-cash contributions.
418 Customer Privacy				
418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data			No incidents of this kind arose in the past financial year.

# PUBLISHING INFORMATION

**Publisher**

WILO SE  
Wilopark 1  
44263 Dortmund, Germany  
[www.wilo.com](http://www.wilo.com)

**Contact**

Claudia Brasse

**e-mail**

[responsibility@wilo.com](mailto:responsibility@wilo.com)

**Concept, consulting and design**

KorteMaerzWolff  
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Wilo uses FSC®-certified paper to produce its printed products and thereby supports sustainable forestry. This report was printed climate-neutrally.

## **WILO SE**

Wilopark 1  
44263 Dortmund  
Germany  
T +49 231 4102-0  
F +49 231 4102-7363  
[www.wilo.com](http://www.wilo.com)