



2020

The value of living

Sustainability Report

LEG

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About this report

LEG published its 2020 sustainability report at the following web address on 11 May 2021: www.leg-wohnen.de/en/corporation/sustainability/sustainability-reports – for sustainability reasons, it was published exclusively in digital format. Also, for the first time we have published a separate non-financial report in the 2020 annual report [non-financial report](#), which has been audited with limited assurance. These changing reporting structures reflect the growing significance of sustainability issues.

Unless indicated otherwise, the content of the 2020 sustainability report relates to the LEG Group as a whole, i. e. all consolidated companies as per the 2020 consolidated financial statements (a comprehensive list of the consolidated companies can be found in the [2020 annual report](#) in the notes under “List of shareholdings”). [GRI 102-45](#)

The reporting period is the 2020 financial year and runs from 1 January 2020 to 31 December 2020. [GRI 102-50](#)




This sustainability report has been prepared in accordance with the GRI Standards: Core option. [GRI 102-54](#) We also complied with the supplemental G4 Construction and Real Estate Sector Disclosures (CRE) specific to the property industry.

For this separate non-financial Group report, we used the GRI Standards as a guide, in particular also for carrying out the materiality assessment and in defining policies.



In addition to GRI Standards, the report was prepared taking into account the third edition of the Best Practices Recommendations on Sustainability Reporting of the European Public Real Estate Association (EPRA) published in 2017. The EPRA Sustainability Performance Measures are listed in a separate table at the end of the report, as are the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). [> see page 45 f.](#) For the first time, we are publishing a separate table on the requirements of the [Sustainability Accounting Standards Board \(SASB\)](#) on the internet.

LEG reports on its sustainability activities every year. [GRI 102-52](#)

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Foreword by the Management Board



Lars von Lackum (CEO)



Dr Volker Wiegel (COO)

THE MANAGEMENT BOARD OF LEG IMMOBILIEN SE IS COMMITTED TO SUSTAINABILITY. LEG PAYS ATTENTION TO ESG (ENVIRONMENT, SOCIAL, GOVERNANCE) CRITERIA. THESE ARE BASED ON THE COMPANY'S ECONOMIC SUCCESS AND HIGH CUSTOMER SATISFACTION.



Susanne Schröter-Crossan (CFO)

Foreword by the Management Board

GRI 102-14

Ladies and gentlemen, dear readers,

We will make 2021 the year of sustainability. After all, both the company as a whole and our investors are paying increasing attention to the so-called ESG criteria (Environment, Social, Governance) – and we all want to leave our children a better world.

Last year, we already achieved many good results. This is confirmed by international ESG rating agencies such as sustainalytics which since November 2020 has placed us in the Top 2 percent of sustainable companies globally.

In relation to social issues, with our 10-point plan to protect customers and employees in the corona crisis, in 2020 we mitigated the consequences of the pandemic for many people. Our recently started “Your Home Helps” foundation assists a total of 28 projects with over 50 partners, with a focus on education, help for young people and senior citizens as well as support for charitable organisations. At the same time, the LEG NRW Tenant Foundation focussed on open-air activities for families and children. With our current average rent of EUR 5.96 per square metre and month, our apartments are entirely affordable for large parts of the population. 25 % of them are social housing. Last year, we were also gratified by a considerable increase in employee satisfaction.

We also made progress in the area of climate protection. By modernising at least 3 % of our property portfolio each year, we are already making a contribution to the reduction of CO₂ emissions. However, to achieve climate neutrality by 2045 a lot remains to

be done, but this is a challenge we are happy to accept. As you see, in this report we have already anticipated the more ambitious German climate legislation which was only in draft form when this report was concluded. We are able to do this because we have been taking our responsibility for climate seriously for a long time and in this area have set ourselves ambitious targets. We are resolutely addressing this future-oriented topic with an internal expert team and external partnerships. In the area of mass-produced modernisation, together with Energiesprong, we are treading new paths with an innovative concept aiming to achieve rent-neutral renovation to a net-zero standard, as well as initiating various other projects to create energy-efficient neighbourhoods. After all, it is clear that current technical options are not enough to achieve all the climate objectives.

Moreover, it is not always easy to take equal consideration of climate protection and our customers’ economic capacity. This is why we are targeting climate protection as a task for society as a whole, whose financial burdens should be fairly shared between landlords, tenants and society.

In 2020, we worked intensively on our sustainability strategy. In order to provide sound underlying data for our carbon footprint, we discontinued CO₂ emission measurement on the basis of the previous practice of extrapolating from energy certificates and have moved largely to using actual figures. In doing so, we are setting benchmarks in our industry.

As a responsible company, we also meet high governance standards and attach particular importance to non-discriminatory cooperation between our employees. We aim to achieve medium-to long-term value enhancement. This means that we grow on an ongoing and sustainable basis. For this reason, we feel we have an equal obligation to our customers, employees and shareholders and accept our social responsibility.

We would like to thank all employees wholeheartedly for their daily commitment, particularly in the challenging COVID-19 environment.

Hoping you find this report informative reading,



LARS VON LACKUM
CEO

LEG in figures



Around

145,000

rental apartments at
7 branches



Around

1,600

employees



Around

64 m²

average
apartment size



Approximately

400,000

tenants



Around

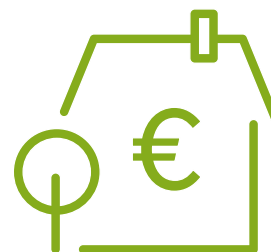
24 percent

social housing



40 – 42 Euro

per m² for modernisation and
maintenance



Around

4,93 Euro

average rent in social
housing – around
EUR 5.96 average rent



Around
EUR 1 million

for coronavirus aid through the “Your Home Helps” Foundation – Assistance for more than 10,000 tenants affected and households with 28 different projects in total with around 50 partners, mainly in the areas of youth and senior work, charity and digital education

Company profile

GRI 102-1; GRI 102-5 With around 145,000 rental apartments and approximately 400,000 tenants, LEG, based in Dusseldorf, is one of Germany's leading listed housing companies. **GRI 102-3; GRI 102-4** It is listed in the MDAX and generated rental and lease income of around EUR 861 million in the 2020 financial year **GRI 102-2**. LEG Immobilien AG successfully completed its legal transformation into a Societas Europaea (SE) on 12 March 2021. The registered office of LEG Immobilien SE is still Dusseldorf; its strategy and business model are unchanged. The company is still focused on providing tenants with a good, secure place to live as a fair housing company in Germany, primarily in North Rhine-Westphalia, and in so doing contributing to society.

As the biggest landlord in Germany's most populous state, North Rhine-Westphalia, **GRI 102-6; GRI 102-9** and as a provider in other western German states, LEG helps to meet rising demand for affordable housing for people on low to medium incomes. The company therefore has a pure-play focus on the "affordable housing" segment and limits itself exclusively to Germany.

A consistently value-driven business model with a focus on growth and customers combines the interests of shareholders, society and tenants. Customer satisfaction is especially important to LEG. It is therefore constantly striving to further improve the quality of its service through target group orientation, neighbourhood management and personal service. The company also practices its social responsibility through its two foundations, the long-standing "LEG NRW Tenant Foundation" and the "Your Home Helps Foundation" established at the end of 2019.

Targeted, sustainable investment safeguards the quality of the housing portfolio and satisfies rising customer demands. Investment particularly focuses on climate protection and measures to enhance the energy efficiency of the LEG portfolio. As part of the new construction campaign it launched in 2018, LEG is also making a social contribution towards creating both privately financed and publicly subsidised housing. The company will build or purchase at least 500 new apartments per year from 2023 onwards.

As an employer, LEG makes efforts to ensure the well-being of its employees. It is particularly important to the company to provide good development prospects, equal opportunities and a work-life balance. The company had around 1,600 employees in 2020. The company offered twelve young people a training position (real estate clerks).

The company's progress in environmental, social and governance (ESG) topics are recognised by international rating agencies. This is confirmed by ESG rating agencies such as sustainalytics, which ranked us among the world's top 2 percent of sustainable companies in November 2020.

Further information on the business model of LEG Immobilien SE can be found in the [management report of the 2020 annual report](#) under "Basic information on the Group".



LEG headquarters, Dusseldorf

Managing sustainability efficiently and reliably

Sustainability management and governance structures developed further

LEG sees sustainability as a corporate obligation, which it meets for its tenants, investors, business partners and employees in a variety of ways. At all times, LEG's Management and the Supervisory Board are committed to sustainable governance in line with the legal, ethical and ecological requirements. This is also reflected in corresponding organisational structures, specific processes and documentation.

In the 2020 reporting year, for example, a new materiality analysis (the first materiality analysis was conducted in 2017), the further professionalisation of sustainability management and the introduction of a carbon footprint report were implemented.

Materiality assessment and stakeholder dialogue

The LEG Group conducted a materiality analysis in 2020 to identify material non-financial aspects in accordance with the Handelsgesetzbuch (HGB – German Commercial Code) and taking into account the requirements of the GRI standards. **GRI 102-46** To this end, non-financial aspects that may be relevant to the LEG Group were initially identified on the basis of a field analysis, which took capital market requirements and various industry and reporting standards into account.

Survey to analyse stakeholder interests

These aspects were then assessed regarding the LEG Group's potential impact on the matters, their business relevance and with regard to the associated expectations of internal and external stakeholders. Around 20,000 tenants (as part of a customer satisfaction analysis), every employee and LEG Group executives and external experts contributed points of view from civil society, academia, the capital market and politics. **GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44**

Materiality analysis



- 1 Human rights standards in the supply chain
- 2 Social commitment
- 3 Land use and nature conservation
- 4 Health protection and occupational safety
- 5 Training and professional development
- 6 Diversity and equality of opportunity

- 7 Local social dialogue
- 8 Transparent financing and liquidity strategy
- 9 Good governance and compliance
- 10 Sustainable construction materials and environmental management
- 11 Work-life-balance and family friendly policies

- 12 Fair and affordable rent
- 13 Customer satisfaction and participation
- 14 Reduction of energy use and emissions
- 15 Neighbourhood development
- 16 Corporate culture and values
- 17 Sustainable growth and resilience

¹ Materiality threshold (very) high business relevance and (very) high impact

The results were consolidated and translated into a materiality matrix. The following report sets out our position on the six aspects that were identified as high or very high regarding their business relevant to the LEG Group and the company's potential impact:

1. Sustainable growth and resilience
2. Customer satisfaction and participation
3. Corporate culture and values
4. Reduction of energy use and emissions
5. Fair and affordable rent
6. Neighbourhood development

We have not identified any other material aspects within the meaning of HGB. Our analysis determined that the aspects of the law "respect for human rights" and "tackling corruption and bribery" are not material for the LEG Group in the strict sense of the law. Nevertheless, these are key issues for the industry, which is why they are addressed in the Business Management action area > see page 17. The LEG sustainability strategy also considers respect for human rights.

This sustainability report is structured in line with the five action areas of our sustainability strategy. These five key areas are "business", "tenants", "employees", "the environment" and "society". They form the structural basis of our sustainability strategy and the targets identified by way of this. LEG has taken up the issues and concerns of the stakeholders in its various areas of action and incorporated them into the management of its measures.

Sustainable growth and resilience

LEG defines sustainable growth and resilience as taking environmental and social criteria into consideration in the company's long-term business strategy. The LEG Management Board and Supervisory Board are committed to corporate governance that is based on sustainability.

List of key areas

HGB aspects	Key areas	Issue
Environmental issues	Key area: environment	Reduction of energy use and emissions
Employee matters	Key area: employees	Corporate culture and values
Social issues	Key area: tenants, key area: society	Customer satisfaction and participation, fair and affordable rent, neighbourhood development
Respect for human rights	Not material for LEG according to 2020 materiality analysis, but nonetheless included in the LEG sustainability strategy	Not material for LEG according to 2020 materiality analysis, but nonetheless included in the LEG sustainability strategy
Tackling corruption and bribery	Key area: business	Sustainable growth and resilience

This is also reflected in corresponding organisational structures, processes and documentation. LEG has been steadily working on implementing its sustainability strategy for 2023 since 2018. We describe the progress that has been made in implementing the strategy's sustainability targets each year in our sustainability report. An update of the sustainability strategy has been published with this report.

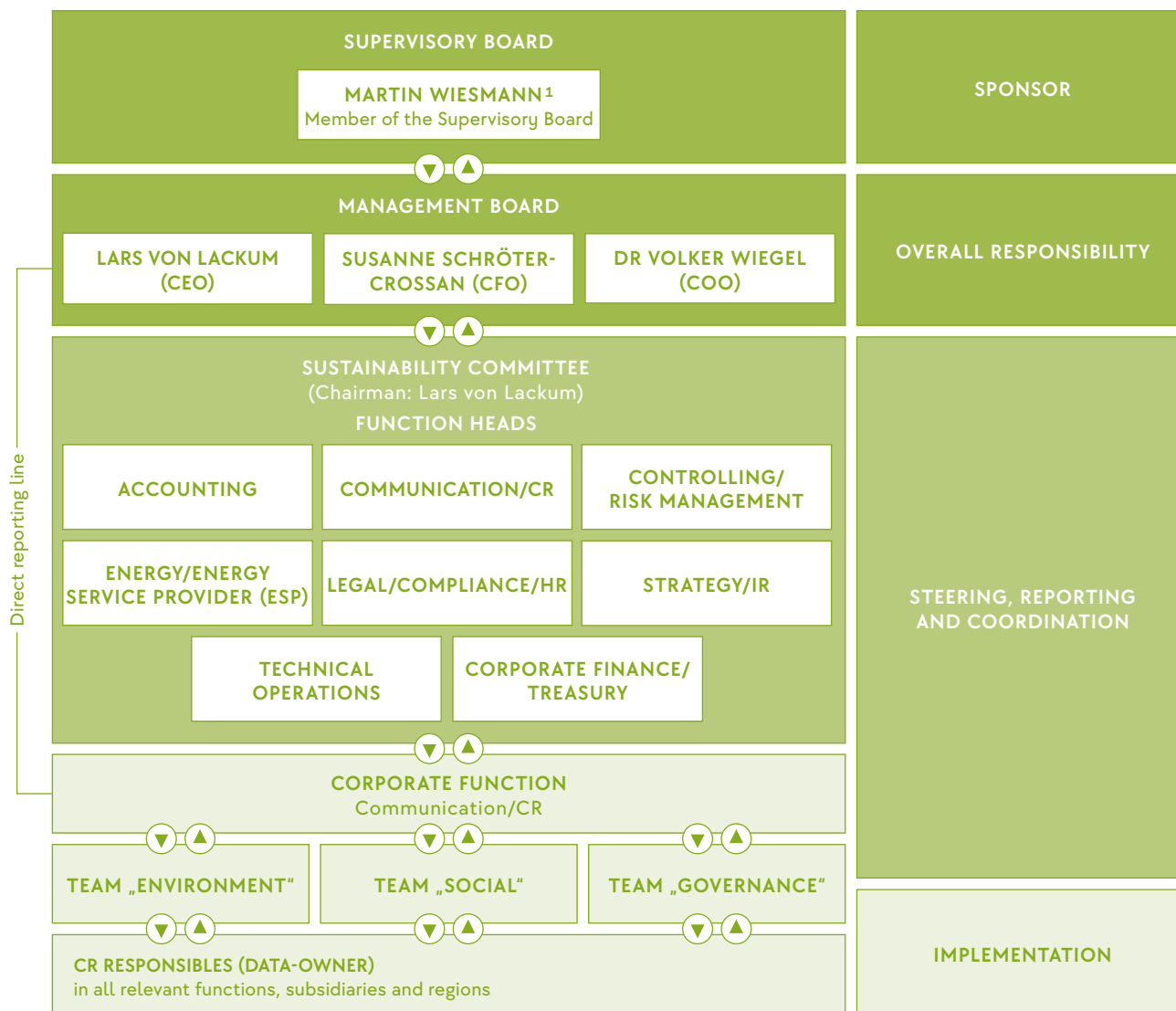
The three-member LEG Management Board bears overall responsibility for sustainability. The senior decision maker for sustainability issues on the Management Board is CEO Lars von Lackum, who is also Chairman of the company's Sustainability Committee. As the successor to Stefan Jütte, Deputy Chairman of the Supervisory Board, Martin Wiesmann has been in charge of this since March 2021. Martin Wiesmann has been a member of the Supervisory Board since 2020 and a member of the Audit Committee since March 2021.

At the end of the 2020 financial year it was decided to include central sustainability targets when determining Management Board remuneration, and that it will account for 20 % of short-term and long-term variable remuneration from 1 January 2021 onwards. If a goal is not achieved, this share is reduced or removed entirely. Short-term variable remuneration is paid at the end of the financial year, while long-term variable remuneration will be paid at the end of a four-year period.

Five ESG criteria are used as short-term and long-term key performance indicators for the remuneration system of the Management Board and second-tier executives. In addition to the extent of modernisation measures for existing properties and reducing CO₂ emissions, this also includes issues related to customer and employee satisfaction (reduction of repeat calls and Trust Index in the "Great Place to Work" employee survey) and a stable sustainability rating from Sustainalytics.

A Sustainability Committee comprising heads of central areas and operations managers acts as a committee for strategic decisions and to pool activities. The Sustainability Committee's chief responsibilities include regularly reviewing our sustainability model, determining sustainability targets and following up on the implementation of these. The Sustainability Committee meets on multiple occasions throughout the year. It is coordinated by sustainability management, which is located in Corporate Communications & Corporate Responsibility and serves as a central interface between the areas. Second management level responsibilities are coordinated by the head of Corporate Communications & Corporate Responsibility. The "Environment", "Social" and "Governance" teams are responsible for the relevant issues and work on refining these. **GRI 102-18**

Organisation of LEG Sustainability Management



Relevant key figures are regularly collected to review target attainment for our sustainability strategy. Specifically designated Corporate Responsibility managers in the areas are responsible for this. They also ensure that necessary measures are taken to meet the sustainability targets.

In addition to these permanent structures, LEG's sustainability management is rounded off by issue-specific project groups. These include a committee set up in 2019 made up of LEG Wohnen NRW management, EnergieServicePlus, Construction Project, Rental and Portfolio Management, Investor Relations and Sustainability Management. This committee handles broader developments in Germany and housing industry issues generally and for LEG specifically. In addition, sustainability issues are being integrated into Risk Management and key sustainability figures incorporated into Controlling.

In the reporting year 2020, we have made a number of improvements with regard to the so called ESG criteria, which stand for sustainability in terms of environmental and climate protection, social issues and good corporate governance. This has been attested by international ESG rating agencies such as sustainalytics, which ranked us among the top 2 percent of sustainable companies.

Our 2019 sustainability report earned an EPRA Gold award. In the sector-specific GRESB rating, our performance remained stable despite far greater demands. In the MSCI rating, we were able to achieve AA status. We will systematically endeavour to build on past successes in 2021 as well. LEG is also listed in the DAX-50-ESG, which was launched in 2020 as the new index for companies listed in Germany with an ESG focus (see also qontigo.com/products/dax-50-esg-de/).

¹ In 2020, Stefan Jütte, Deputy Chairman of the Supervisory Board, was in charge of this on the Supervisory Board. As the successor to Stefan Jütte, Martin Wiesmann has been responsible here since March 2021.

Risk assessment

Under HGB, non-financial risks associated with the company's business operations and that would very likely have a severe negative impact on the aspects stated if they occurred are to be reported along with concepts and efforts.

As part of our comprehensive risk management, we also assess potential risks in our action areas. In the opinion of the LEG Group's management, there are no non-financial risks that meet materiality criteria under section 289c(3) no. 3 and 4 HGB after taking risk mitigation measures into account.

Further information on risk management can be found under [☞ "Risks, opportunities and forecast report" from page 62 of the Group management report.](#)

Sustainability mission statement and strategy

Values and principles are the foundation

LEG underpins its business activities with clear ethical principles and values, which are summarised in its Code of Conduct. Day-to-day compliance with this code is a key factor contributing to LEG's business success. Its central tenet is fair, responsible and transparent conduct when dealing with co-workers, customers, business partners and the public. The Management Board and Supervisory Board have made a commitment to compliance with the Code of Conduct, as does every employee on being hired. [GRI 102-12, GRI 102-16 ☞ \[www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/code-of-conduct\]\(http://www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/code-of-conduct\)](#)

LEG attaches particular importance to long-term partnerships, compliance with agreements and mutual obligations, and honest dealings with its business partners. Business partners are required to comply with the Supplier Code of Conduct, which is based on the LEG Code of Conduct. If suppliers breach legal regulations or the specifications set out above, they are precluded from further contracts. [GRI 102-12, GRI 102-16 ☞ \[www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/business-partner-code\]\(http://www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/business-partner-code\)](#)

LEG has made an explicit commitment to responsible corporate governance. In the past, it has complied without exception to the German Corporate Governance Code. The declarations of compliance from past years are available online at [☞ \[www.leg-wohnen.de/en/corporation/corporate-governance\]\(http://www.leg-wohnen.de/en/corporation/corporate-governance\)](#).

LEG is a member of the Corporate Governance in the German Property Sector Initiative. The Corporate Governance in the German Property Sector Initiative works to support the property industry in efforts to achieve greater professionalism. LEG's compliance management system was officially certified by the ICG in 2019 > [see Business Management action area.](#)

LEG also engages in a variety of activities with a view to enshrining value-oriented corporate governance featuring transparency, integrity and sustainability in the property industry.

Further information on LEG's corporate governance can be found in the [☞ 2020 annual report from page 87.](#)

Mission statement provides guidance


As early as 2017, LEG developed a sustainability mission statement based on the action areas which is reviewed and adapted each year [☞ see also 2019 Sustainability Report, page 11 onwards](#). In doing so, LEG also took the property industry's sustainability code as developed by the German Property Federation into account. The mission statement outlines LEG's understanding of responsibility, its sustainability strategy and its dialogue approach. The mission statement process was developed in close cooperation between the Sustainability Committee and the Management Board.

Extended sustainability strategy

Since taking stock and defining action areas in 2017, LEG has consistently continued to expand and develop its strategic sustainability activities. A number of general goals in this area were defined in the 2017 and 2018 reporting years. These include the development of a new sustainability strategy > [see this report, page 13](#), which is presented in this sustainability report. This defines LEG's sustainability vision for the future. LEG also continued to improve the professionalism of its sustainability management and turned this into a regular process in 2019 and 2020. LEG has expanded and revised its EPRA performance indicators and reported TCFD criteria from as early as the 2019 reporting year. For the reporting year 2020, we will publish a [☞ SASB table](#) for the first time.

In the chapters that follow, LEG describes its sustainability strategy, the concepts as well as management approaches in the five areas of action and presents its associated measures.

Environment, Social, Governance – our sustainability strategy

In the reporting year, we focused on the ongoing development of our sustainability issues and devised a new Agenda 2024, which we see as a starting point for the ongoing development in the areas of environmental, social and governance issues (ESG). We have already achieved a lot, but there is still a long way ahead of us. Sustainability is a marathon, not a sprint. At LEG, responsibility for sustainability issues and reports is clearly set out at the level of both the Management Board and the Supervisory Board. In 2020 we created an even clearer structure for our sustainability organisation in line with the requirements of the EU taxonomy and the EU Directive on Corporate Social Responsibility reporting > see “Managing sustainability efficiently and reliably”, page 9. The same goes for the changes to the reporting structures with a non-financial report audited with limited assurance as part of the 2020 annual report  see 2020 annual report, from page 95 ff. and this sustainability report as a more extensive compendium. Parallel to this, we are working on doing away with the current duality of financial and sustainability indicators and transferring the latter into an ESG database that will automatically incorporate all relevant non-financial corporate indicators. This will form the basis for comprehensive ESG controlling integrated into financial controlling.

This way, we can gradually expand our reporting as regards the presentation of our business model and business strategy, including as regards sustainability risks and opportunities and compatibility with 2° to 1.5° climate scenario. We will also further embed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) within our organisation. For the first time, we have published a table online on the requirements of the  Sustainability Accounting Standards Boards (SASB).

LEG is committed to national and international climate targets – that is the Paris Agreement and the German Climate Protection Act. The current version of the draft bill, which had not been passed at the time when this report was completed, envisages climate neutrality by no later than 2045. At the same time, we want to continue offering our customers affordable housing. This is important to us; it is part of our DNA and characteristic of the way we do business. This is because LEG and its predecessor companies

have provided affordable housing for broad sections of the population ever since they were founded. We pursue sustainable business development with the aim of creating value added and growth for our company and the society in which we live. We are focused on good corporate governance and it forms the foundation for our sustainability activities.

Ambitious ESG targets for management

A high degree of transparency is one thing, but measurable progress in relation to ESG criteria is another. We have therefore incorporated ESG targets that are firmly rooted in our organisation into the remuneration system for the Management Board and managers. Their inclusion in Management Board remuneration was resolved by LEG's 2020 Annual General Meeting and took on further shape when the 2020 annual report was published. These targets are quantifiable, measurable and will be verified by the auditor.

Environmental – Making good progress with the climate assessment

In the environmental area, we have taken a big step forward with our recently devised climate assessment and the calculation of our carbon footprint > see Environment action area, page 34. In order to provide reliable data for the climate assessment, we no longer track CO₂ emissions by extrapolating energy certificates, and we have largely switched to using actual figures. Our goal is to reduce our kg CO_{2e}/m² key performance indicator (KPI) by 10% between 2021 and 2024.

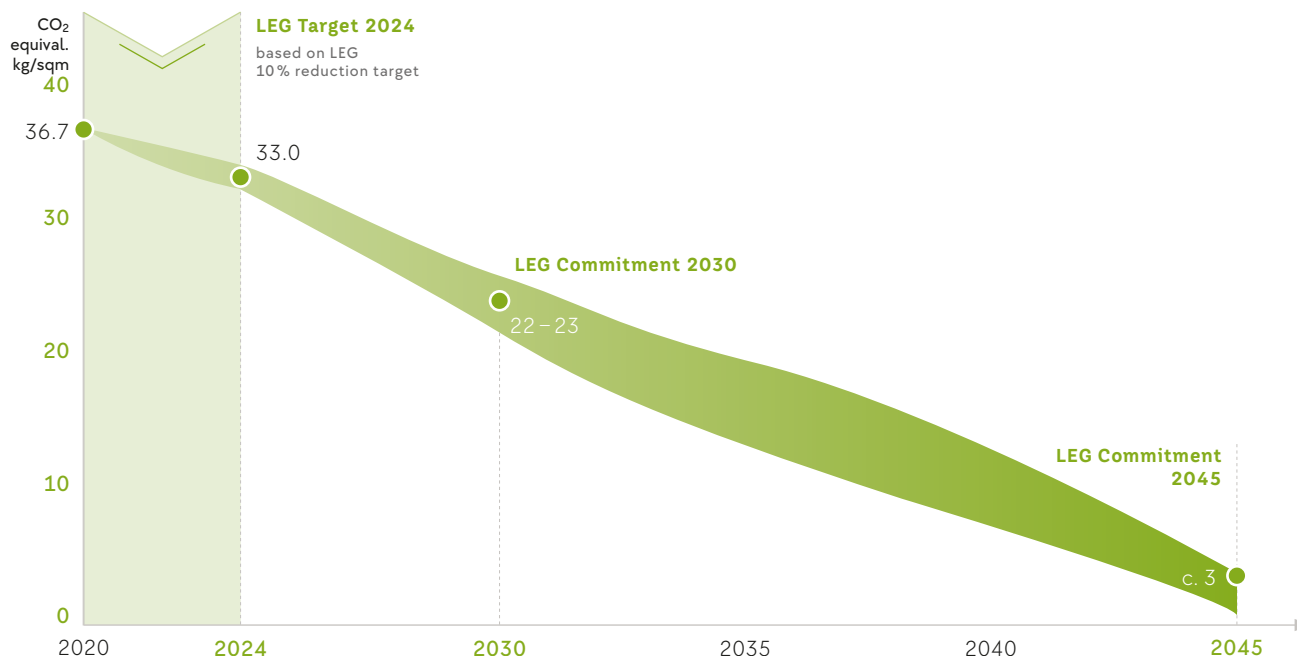
We are assuming a baseline of around 36.7 kg CO_{2e}/m² for 2020 that will be reduced to around 33 kg CO_{2e}/m² in 2024. Based on the climate protection reduction path, we are planning to achieve a corridor of just 22 to 23 kg CO_{2e}/m² in 2030 and approximately 3 kg CO_{2e}/m² in 2045 – considerably below the 1.5° reduction target under the Paris Agreement. We are moving from a good starting position in 2020 because we are structurally more advanced in terms of climate protection than the average residential portfolio in Germany. This is because the apartment buildings

ESG targets

E nvironment	1	2021 – 2024:	Reduction of CO ₂ emissions by 10% in four years ¹
	2	2021:	Energetic refurbishment of 3% of units ¹
S ocial	3	2021 – 2024:	Maintain high employee satisfaction level (66% Trust Index)
	4	2021:	Reduction of iteration calls from tenants by 15%
	5	2021 – 2025:	Ambition to become best in class in customer recognition by 2025 with a Customer Satisfaction Index of >70%
G overnance	6	2021:	Maintain sustainability rating at score of 10.4

¹ Units as of 12/19.

Our transformational corridor: LEG is fully committed to the 2030 targets and climate neutrality by 2045



which shape our portfolio generally emit less kg CO_{2e}/m² than other buildings. In addition, in view of our already comparatively good energy mix – with a high share of modern gas heating and remote heating and only a low proportion of oil heating – we have a very good starting position.

Progress between now and 2045 is not expected to be linear; rather, our path will proceed in line with technical progress and the regulations that come into effect in the interim. One lever for reducing emissions is the energetic refurbishment of our buildings which will contribute 25% to 30% of total savings. We therefore want at least 3% of our housing portfolio to undergo energy modernisation this year. Where we modernise, we anticipate that energy consumption savings from modernisation measures will

average at least 30%. Partial modernisation specifically entails the insulation of building shells, insulating roofs and replacing windows and doors. In some cases, we will be able to achieve savings of between 40% and 60% in buildings which are fully modernised. Of course, these savings are also in line with the requirements of the EU taxonomy. The modernisation measures are the basis for securing the transformation of heat energy production.

Thus the second key pillar is replacing fossil fuels as the source of energy with green district heating and electricity from renewable sources. This will contribute approximately 65% to 70% to our total reduction. The big advantage for us is that most of our properties are located in urban centres where it will be easier to connect to sustainably generated district heating.

But we will also enable our tenants to make a valuable contribution to the necessary energy savings. We will therefore help our tenants to make their heating energy consumption more efficient by digitising metres and thermostats, and by taking meteorological data into account when providing heating energy. This will both make an environmental contribution and reduce tenants' own costs.

Social – Responsibility for tenants, employees and society

As a housing company with a high level of responsibility for entire regions, social issues entail special challenges for our neighbourhoods and the residential environment, though fortunately we have already achieved a particularly good standing. With 24% social housing and an average rent of EUR 4.93 per square metre (average rent of portfolio as a whole as at the end of 2020: EUR 5.96), we offer affordable housing for broad sections of the population. Our free financed portfolio is also below the market average at EUR 6.31 per square metre.

Customer satisfaction is highly important to us as satisfied customers form the foundation of our sustainable business model. High customer satisfaction requires that tenants can approach us with their needs at any time. LEG offers its customers a wide range of means and channels for getting in touch. For example, they phone, send an e-mail or letter, come and speak to us in person or use the tenant portal or app. Every concern and every customer contact is consistently recorded via a central ticket system. For property experts, first contact with our customers is through LEG's central customer service (CCS). Our customers have made it clear to us that, in the interests of our customer focus, we particularly need to further improve the CCS's telephone availability. This is why we introduced a call-back service in 2019 that has been expanded in 2020. Our goal this year was to reduce repeat calls to the CCS by 15%. The idea behind this is to continue improving communication with our tenants so that their concerns can be sorted out with just one phone call, and to give them continuous feedback while internal processing is ongoing.

once we have heard about their concerns. By 2025, we are also aiming to become a truly customer-centric company with a customer satisfaction index in excess of 70%.

We are continuing to invest in a sustainable housing portfolio to provide our tenants with contemporary housing. In the 2019 reporting year, we launched a comprehensive campaign to replace around 1,000 lifts for our tenants with an investment volume of around EUR 90 million. The aim of the initiative is to fully modernise the lift facilities, thereby providing more comfort and mobility for tenants. In addition to the lift program, in 2021 we intend to kick off a heating program to reliably provide heating to all the apartments under our management.

Our “Your Home Helps” foundation, which was launched at the end of 2019, is helping us to get even closer to our customers, to better understand their needs and to help them in difficult situations – especially in the times of the coronavirus pandemic. With 28 projects in the reporting year, the Foundation has already done a lot to create more liveable and more stable neighbourhoods, and a good environment for the people who live directly in LEG apartments or nearby.

We offer our employees modern, agile jobs, flexible hours, long-term measures and a number of cooperations for achieving work-life balance – especially in the time of coronavirus > see **Employees action area, from page 27**. Our employees showed us in 2020 that they value LEG as an employer. In the “Great Place to Work” employee survey, 78% of our staff agreed that our company is a “very good place to work”. The Trust Index – an average of all core aspects of employee satisfaction measured by “Great Place to Work” – was 66% and thus above the industry average. Our goal is to keep the Trust Index at this high level until 2024. In the “Best

Employer in NRW 2021” contest organised by “Great Place to Work”, LEG was also declared one of North Rhine-Westphalia’s best employers.

Governance – Being one of the best thanks to good corporate governance

We want to rank among the industry’s best with our governance structure. This is why we do not stop at the statutory requirements, and instead also take on the highest ethical standards and set high benchmarks with our internal regulations. Good corporate governance allows us to build trust among existing and future tenants, boost credibility, fulfil the expectations of investors and other stakeholders, and bolster LEG’s public reputation. Our goal is to comply with the recommendations of the German Corporate Governance Code (GCGC) and to have our certification by the Institute for Corporate Governance in the German Real Estate Industry confirmed by another audit in 2021 > **page 19**. The certification would be valid until 2024. We want to expand our compliance training, which is taken by all new employees and by employees in particularly sensitive areas at regular intervals, into annual training for all employees. Moving ahead, we are therefore planning compliance, data protection and IT security training, supplementing our on-site sessions with a new e-learning tool. We also wish to expand our existing value system and optimise communications with our employees, for example in training.

The Management Board supports the company’s standards and values (tone from the top) and helps to ensure that they are put into practice. This also applies to our internal regulations, which we revised and expanded in the reporting year, such as our Code of Conduct, our Business Partner Code > see **“Compliance management system manages goals and measures”, page 18** and also our policies. Confirmed violations of laws or our internal compliance regulations will be punished regardless of the person’s

position within the company (zero tolerance). Depending on their severity, violations can also result in suppliers being deleted from our system, termination of employment or even criminal charges.

LEG has a keen interest in learning of compliance breaches to avert damage early on. We will therefore further optimise our whistleblower system in 2021. A digital, high-security whistleblower portal for the reporting of violations will allow employees, customers and third parties to report white collar crimes and conduct harmful to the company round the clock > see **“Whistleblower system for reporting violations”, page 19**. Whistleblowers can remain anonymous so as to eliminate inhibitions preventing reports as far as possible.

In the sustainability rating, which gives special consideration to governance requirements in our opinion, we are aiming to achieve a level of 10.4 this year, which is at least as good as in the 2020 reporting year.

Finally, we will be expanding our goal to have a third of all seats on the Supervisory Board held by women from our 2022 Annual General Meeting onwards.

Sustainable Development Goals

Our strategic development goals primarily, but not exclusively, reference the following Sustainable Development Goals (SDGs) of the United Nations:





Areas of action

- 17 Business Management area of action
- 21 Tenants area of action
- 27 Employees area of action
- 34 Environment area of action
- 39 Society area of action

Business Management action area


Our business activities have a long-term focus. We pursue sustainable business development with the aim of creating value added and growth for our company and the society in which we live. Sustainable business success benefits our stakeholders in particular – in the form of investments, salaries, taxes and duties, donations and sponsorship.

DOING BUSINESS FAIRLY AND RESPONSIBLY



Muenster, Freiburgerweg

Compliance – Good governance and compliance

The materiality analysis we conducted in 2020 identified “sustainable growth and resilience” as a key issue in the Business Management action area. Further information on this can be found under > “Managing sustainability efficiently and reliably” from page 9. Comprehensive information on the economic development of LEG Immobilien AG in the reporting period and the company’s business strategy and value added can be found in the annual report  2020 annual report. Our sustainably successful development is summed up in particular by the approximately EUR 389 million we have invested in the maintenance and modernisation of our buildings, the expansion of our portfolio with the acquisition of more than 9,500 apartments (2,300 of which subsidised) in NRW and neighbouring western German states and the extension of the value chain through value-added services for our customers, the construction of new apartments and the acquisition of corresponding development projects. In addition to the annual report, further examples illustrating an indirect economic impact can be found in various chapters of this sustainability report > **Employees action area** and > **Society action area**. **GRI 203-1**

Compliance safeguards value added

LEG generates value for its shareholders, the employees, the local economy and society. It strives to create value added fairly and in compliance with national and international laws as well as voluntary internal company regulations.

In addition to meeting statutory requirements, LEG understands fair business to mean basing one’s conduct on the guiding principles of the “reputable businessman”, these being closely linked to responsible conduct on the basis of respect, honesty and decency. **GRI 103-1**

Fair business and compliant conduct foster the trust of existing and future tenants, boost credibility, fulfil stakeholders’ expectations and strengthen LEG’s public reputation. They also ensure

the company's long-term growth and protect the company's assets by preventing criminal offences against property and fines. **GRI 103-1**

Compliance management system manages goals and measures

LEG's corporate culture is characterised by ethics, integrity and compliance with the law and internal policies. These principles demand not only legally correct, but also ethically sound and independent conduct on the part of employees. **GRI 103-2**

The avoidance of non-compliance is a strategic goal pursued by LEG, as is the identification of compliance violations. To achieve this goal, as in previous years, it conducted compliance training for new employees and refresher training for employees in sensitive areas in the 2020 reporting year. The compliance documentation was also revised and expanded further.

As its second objective, LEG intends to reinforce its orientation towards the guiding principles of the "reputable businessman". This involves dealing honestly and respectfully with customers, employees and business partners and treating them as equals. In particular, LEG ensures that the rental process and tenant communication are both fair and transparent. **GRI 103-2c**

LEG Immobilien AG operates a compliance management system (CMS) that bundles measures aimed at compliance with legal provisions and internal policies, especially with regard to the areas of anti-corruption, competition, taxes, housing, data protection and the capital market. A description of the CMS can be found at: www.leg-wohnen.de/en/corporation/corporate-governance/compliance-at-leg.

LEG's CMS includes internal regulations such as the declaration of fundamental values www.leg-wohnen.de/en/corporation/corporate-governance/compliance-at-leg/declaration-of-fundamental-values-of-leg, the Code of Conduct www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/code-of-conduct, various internal regulations supplementing the Code of Conduct, the Human Rights Policy www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/policies/human-rights-policy, the LEG whistleblower system www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/policies/whistle-blower-system, regular employee training and the Compliance intranet page. On an intranet page set up in 2018 and reworked in the reporting year, the Legal & Compliance department straightforwardly explains to employees how to make the right decisions for themselves and for the company in difficult situations. In setting up the page, the division processed various topics and linked them with corresponding training sessions and workshops. The information provided on the Compliance intranet page ranges from explanations about LEG's compliance management system and tax compliance (describing legally compliant behaviour in respect of the existing legal and criminal regulations) to data protection and the names of the relevant contacts within the company, training documentation and internal regulations. The page also presents current developments in the area of compliance and case law. **GRI 103-2**

With the support of an internal Data Protection Management Team, an external Data Protection Officer consults on and monitors compliance with data protection regulations, particularly the provisions of the General Data Protection Regulation, and is available as a point of contact for LEG's management, employees, tenants and suppliers as well as the supervisory authority as required (data protection is also discussed in the **> Tenants area of action**).



Gelsenkirchen, Sauerlandstrasse

The CMS is reviewed as part of an annual risk inventory. Additionally, compliance risks and countermeasures are recorded and assessed within the risk management system on a quarterly basis. The Compliance Officer and the executives review the relevance of the compliance goals for each of LEG's organisational units at least once a year. **GRI 103-2**

Responsibility for the CMS lies with the Management Board, which determines the compliance goals. The Legal & Compliance department is responsible for the organisational and professional aspects of compliance. The Compliance Officer is the point of contact for any compliance-related matters, such as prevention, training and reporting.

ICG certification

LEG is a member of the Corporate Governance in the German Property Sector Initiative (ICG) www.icg-institut.de. ICG is concerned with the definition and implementation of recognised and verifiable standards and their codification in principles of proper and fair corporate governance for property companies. The aim of ICG is to improve the competitiveness of the German property sector through increased transparency, professionalism and integrity. In this context, ICG has drawn up a code of values and rules for the implementation and maintenance of better corporate governance and control and has developed a certification system tailored specifically to companies in the property sector. The Institute of Public Auditors in Germany (IDW) recommends the ICG compliance system as a sector-specific template for the establishment of a CMS for the property sector.

LEG is committed to the principles of the ICG and its compliance management system was certified in line with the ICG certification system in 2019. Re-certification is to take place in the current financial year. **GRI 103-3**

Whistle-blower system for reporting violations

LEG attaches great importance to a corporate culture characterised by fairness and mutual respect. Compliance with the law and internal company regulations is an integral part of its corporate culture and the basis for the trust among customers, employees, investors and business partners. LEG has a keen interest in learning of compliance breaches to avert damage, and this requires assistance from others. In the current financial year of 2021, LEG therefore intends to establish a secure whistleblower portal allowing employees, customers and third parties to report white collar crimes and conduct harmful to the company round the clock. The whistleblower can remain anonymous if he so desires.

Reports of compliance violations are investigated by the Legal & Compliance department and by Internal Audit. Furthermore, LEG has appointed an internal Anti-Corruption Officer as an additional point of contact in the event of violations. If a compliance violation is confirmed, action is taken irrespective of the individual's position within the company. This may take the form of industrial law consequences or criminal charges, for example. www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/policies/whistle-blower-system **GRI 103-2c**

Investigating violations and taking countermeasures

The compliance objectives are regularly reviewed and the Management Board receives reports on the extent to which they have been achieved. Since 2016, there have also been audit reviews focusing on compliance. In the event of compliance incidents, a structured analysis of the causes is conducted, followed by ad hoc training and improvement measures. **GRI 103-3**

The Audit Committee of the Supervisory Board discusses the topic of compliance at regular intervals and reports to the Supervisory Board accordingly. **GRI 103-2c**

The existence of cases of non-compliance is continuously reviewed. No significant fines were imposed for non-compliance with laws and regulations in the social and economic area in 2020 **GRI 307-1; GRI 419-1**, and no legal proceedings were initiated over violations of competition law > **key figures for the Business Management action area. GRI 206-1** There were no confirmed cases of corruption in the reporting period. **GRI 103-3**

Compliance training: Knowledge equals prevention

LEG raises awareness among its employees and gives them training so that they can act safely and entirely ethically in any work situation. One key area is compliance training, in which LEG primarily focuses on combating corruption and data protection. All new employees are given compliance training, which takes place quarterly. LEG holds special training sessions for managerial employees and trainees. Care is taken to ensure full attendance of the training sessions. Additional sessions are arranged for employees who are unable to attend.

In the reporting year as well, in addition to regular employee training, separate compliance training was held for employees in particularly sensitive areas.



Herne, Heinrich-Imig-Strasse

The members of the Supervisory Board and the Management Board are also actively involved in the most important compliance activities and are given instruction regarding anti-corruption strategies and measures. **GRI 205-2**

COMPLIANCE TRAINING

Employees attend compliance training

Training to raise awareness of and enhance the compliance management system is especially important to the company in its efforts to minimise the risk of compliance violations. Such training is run by the Compliance Management team.

Transparency in all business processes

In addition to compliance training for employees and executives, LEG's compliance management is founded on the application of various sets of rules. One of the most important documents is the Code of Conduct, which also forms part of employees' employment contracts www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/code-of-conduct. A Business Partner Code is agreed with business partners in line with internal regulations www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/business-partner-code. **GRI 103-2**

LEG applies the principle of dual control. Before they are implemented, the Legal & Compliance department and internal audit also reviews all LEG's business processes in terms of the extent to which they provide an incentive for LEG's compliance goals to be achieved in line with the commitment to prevention. **GRI 103-2**

LEG communicates fairly and frankly with all of its prospective tenants, e. g. by means of multilingual information sheets. It does not demand commission for brokering, advising on or concluding residential rental agreements, either directly or through third parties, and does not work with individuals who demand such commission from prospective tenants. If interpreters are needed in talks, LEG reviews their background. LEG informs prospective tenants that they have the option of informing the Compliance Officer if LEG employees or third parties demand cash sums. **GRI 103-2**

General statement on respecting human rights

The basic declaration reproduced below and contained in the Human Rights Policy sets out LEG's commitment to respecting human rights and also provides an overview of the company's human rights due diligence practices, reporting and complaints mechanisms www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/policies/human-rights-policy.

LEG is committed to respecting human rights on the basis of the UN Guiding Principles on Business and Human Rights www.auswaertiges-amt.de/nap-wirtschaft-menschenrechte-data.pdf.

As a responsible company, LEG supports fundamental universal human rights and their protection and preservation as a matter of principle. In this way, we are pursuing the vision of a sustainable and fair global economy in which business success is based not on exploitation and violence, but on mutual respect and integrity.

Internationally recognised agreements such as the Charter of Human Rights (United Nations Universal Declaration of Human Rights), the eight fundamental conventions of the International Labour Organization (ILO) and the United Nations Guiding Principles

on Business and Human Rights are the cornerstones of our corporate culture and activities. The values and standards set out in these agreements are reflected in internal Group documents, in particular in the declaration of fundamental values, the Code of Conduct and the Employees and Diversity Policy. www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/policies/employee-and-diversity-policy

LEG's properties are located solely in Germany. In its operating business, LEG maintains business relationships solely with business partners domiciled in Germany and the EU. In dealing with these business partners, LEG begins by assuming that they comply with the law of the Federal Republic of Germany and the EU and that they respect human rights to the extent required by law.

LEG connects its business activities to clear ethical principles and values, which are compiled in its Code of Conduct www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/code-of-conduct.

LEG's Code of Conduct sets out uniform, Group-wide guidelines for ensuring fairness and legal compliance both publicly and within the Group. Its central tenet is fair, transparent and responsible conduct when dealing with co-workers, customers and business partners. The principles of the Code of Conduct have always been important to LEG's successful business activity and are applied by LEG's employees in their day-to-day lives. A Business Partner Code is agreed with business partners in line with internal regulations www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/business-partner-code. It is intended to check compliance with the Business Partner Code on a random basis in the future.

Master agreements also contain additional compliance regulations, such as clauses requiring compliance with industry and safety regulations, compliance with the German Minimum Wage Act or the appropriate accommodation of employees during construction work. In this way, LEG ensures that its business partners are bound to the same standards of ethically and legally compliant conduct as LEG itself.

Tenants area of action

We provide our tenants with a home. This is a very special product, especially in times of the corona pandemic. For this reason, we work on our customer focus on a daily basis. We want to focus consistently on our tenants' needs and offer a good and liveable home for everyone – from children to senior citizens. This starts by offering a wide range of our apartments in various locations with a variety of layouts and furnishings at reasonable rents. On top of this, our neighbourhoods should offer safe, liveable, sustainable and diverse environments where the tenants can live well together. Not least, we offer additional services with real added value for our customers, thus providing a real home. The fact that we are present in North-Rhine Westphalia and neighbouring states in very different housing markets with differing requirements means that we remain agile when it comes to customer focus and service quality and are always in demand. We always think from the customer's perspective, and we are able to do this because we know our tenants, communicate with them a lot and are happy to assist them.

SAFE AND LIVEABLE NEIGHBOURHOODS

Customer focus as the basis for LEG's success

As the leading landlord in the region of North Rhine-Westphalia and expanding residential portfolios in neighbouring western German states, LEG meets the fundamental needs of a broad array of social strata with a diverse portfolio of apartments in various locations, sizes and furnishings. The company creates attractive housing solutions and living space based on tenants' wishes. In particular, this includes suitable options for medium- and low-income households. The tenants are especially important to LEG, as satisfied customers form the cornerstone of a sustainable business model. In its materiality assessment updated in 2020, LEG identified customer satisfaction and participation as well as fair and affordable rents as key sustainability issues. These are key performance indicators for LEG's economic performance. Both require active and open communication with tenants and taking customer requests into account in portfolio management and other services. The group assessed were LEG's own tenants. **GRI 103-1**

Systematic management of tenant services and safety

A key priority at LEG is to have happy tenants living in stable neighbourhoods in which they can live well, safely and at a fair price. High customer satisfaction reduces costs thanks to low tenant fluctuation, secures revenue and boosts the company's image. LEG's objective is thus to ensure sustained, i.e. permanent, customer satisfaction. We aim to achieve this with good value for money, continually improving LEG services in qualitative terms and consistently focusing on our tenants' needs. Part of tenant satisfaction is also respectful communication between equals. The topic of tenants' health and safety is also important for us, relating in particular to the conditions within LEG's residential buildings as well as protection of our tenants' privacy and data protection. **GRI 103-1 GRI 103-2; GRI 103-2c**

These topics are highly relevant to LEG as satisfaction with one's living space not only promotes tenant well-being and cohesion, but is also a key factor in the economic success of a housing company. At the same time, cooperative interaction between our tenants and us as the landlord and targeted tenant retention have a positive effect on LEG's reputation. **GRI 103-1**

To a large extent, delivering good service here is directly in the company's hands. Good service and an appealing condition of the buildings, the facility grounds and the apartments have a direct impact on tenant satisfaction. At the same time, the condition of the housing is also important for customers' health and safety. The situation in the residential neighbourhood in question also has consequences for these areas. In this regard, LEG works with various partners such as social institutions, local authorities and other housing companies to exploit its opportunities to make a contribution to creating a safe and liveable environment with its neighbourhood management. **GRI 103-1**

Customer focus with clear responsibilities

LEG sees tenant satisfaction as the result of two aspects: Firstly, the intelligent and straightforward interplay of all commercial and technical processes within the company that provides the customers with a functional product as well as transparent administrative processes and intuitive services. And secondly, respectful interaction with each customer by all employees. For this reason, various measures underpinning the processes were again examined and further optimised in 2020, for example in the area of customer correspondence and communication. All letters to tenants were revised, digital communication was expanded and additional features were added to the tenants portal. **GRI 103-2; GRI 103-2c**

All LEG functions are responsible for ensuring high customer satisfaction, in particular those with direct customer contact such as employees at our central customer service (CCS) and the seven branches. The Management Board and management also play a vital role in direct customer contact and are actively committed to increasing customer satisfaction. In future, the number of customer enquiries that are not satisfactorily resolved the first time around – as measured by the share of repeat calls – will be taken into account when determining remuneration for the Management Board and the second management level. **GRI 103-2**

Systematic neighbourhood management as foundation

LEG focuses on systematic neighbourhood management. In this context, we are aiming to reduce vacancies in the short term. High resident satisfaction and full occupancy both testify and lead to stable, attractive neighbourhoods. At the same time, LEG has a long-term focus on strategic management concepts coupled with investments in modern living standards as well as safety, orderliness and cleanliness. In 2020, the focus was on development concepts for neighbourhoods in Herne and Gelsenkirchen. For Gelsenkirchen we drafted a neighbourhood development strategy with individual measures, from energy modernisation across apartment layout adjustments and setting up playgrounds to commitment in tenant and district offices. We managed to create a range of offers for selected target groups in Remscheid and initiate them for Cologne and Essen.



Iserlohn, Wiesenstrasse

Here the goal is to increase property management efficiency by fostering potential while selecting individual or multiple components of neighbourhood development flexibly and specifically for each neighbourhood. After all, each neighbourhood has its own individual action areas and therefore involves specific project requirements. In this way investments are also made in a systematic and targeted way. With its neighbourhood management, LEG establishes its reputation as a reliable portfolio holder and developer and a partner to municipalities. **GRI 103-2; GRI 103-2c**

In the 2019 reporting year, LEG began an extensive initiative to modernise around 1,000 lifts for its tenants. The aim of the initiative is to bring the lift facilities in line with the latest technical standards, thereby providing more comfort and mobility for the tenants. During the corona crisis in 2020, we suspended the program for a few months so as not to add another negative factor for the tenants with construction noise and dirt. In addition to the lifts program, in 2021 we want to kick off a heating program to provide all the apartments we manage with heating on a reliable basis.

Digital services expanded

In communicating with customers, since 2017 LEG has been deploying digital solutions such as the LEG tenant app and tenant portal. For new rentals, more than 7,000 customers have already taken up the offer of the digital rental agreement which was introduced in October 2019. In this way, they have been able to sign their digital rental agreements conveniently and securely from home or on the move and can choose between several languages for the menu navigation. The improvement in the process saves time, paper and bureaucracy for customers and for LEG employees, especially in the CCS. The employees here can focus on key tasks, thus increasing CCS's availability to tenants. During the first lockdown, we quickly set up a process for "contactless letting", allowing those who were interested in an apartment to look at the rental properties independently. Take up of the offer was very good.

Since December 2020, we have also extended the digital range of services for our customers with what in Germany is the unique cooperation with Amazon Key for contactless delivery of packages. What is more, LEG is the first housing company which offers completely digital rent guarantees. In the background, robots and cobots process highly efficiently standardised tasks such as receivables management or call management in CCS, thus creating scope for processing more complex customer issues.

In contact with customers, it was obvious that many tenant questions recurred. In order to supplement communication in a sensible fashion and to reduce the call volume in CSS and in receivables management, there are now explanatory videos on the most frequently asked questions, such as topics relating to utility bills or avoiding reminders. The videos are available not only in German, but also in English, Arabic, Turkish, Russian and French and are distributed via our social media channels. With digitally available forms, flyers and brochures, LEG also ensures that tenants are kept well informed www.leg-wohnen.de/mieterservice.

A lot works digitally, but not everything. This is why in 2020, for customers with corona-related financial difficulties we provided trusting and targeted advice, also using the insights of the receivables manager task force which had been specially established for the purpose. With extensive assistance from the authorities, we agreed rent waivers or instalment payments with what was less than 1% of customers [see annual report pages 5 f.](#)

Preventative protection of safety and health

LEG implements systematic and comprehensive safety precautions. These are provided by the company's own employees as part of inspections and checks on buildings and facilities, as well as by service providers. In the event of defects or accident hazards, tradespeople are contracted immediately. Once the work has been completed, the elimination of the defect is inspected and documented. **GRI 103-2**

To prevent hazards in the interests of the tenants, the safety maintenance processes are organised accordingly. The Management Board assigns responsibility by giving instructions to the respective regional branch where the branch office head is responsible. Twice a year, the Property Management department carries out spot checks to ensure quality and quantity in line with the dual control principle. In the 2020 financial year, LEG's systematic safety maintenance process enabled it to ensure that 99.8% (98.5% in 2019) of its own buildings were checked thoroughly for potential hazards and that defects on public spaces could be identified and remedied early on. Safety precaution checks for the remaining buildings will be completed at the start of 2021. **GRI 103-2; GRI 416-1**

For matters concerning protection of their privacy, the tenants can turn to LEG's external Data Protection Officer. Data protection complaints lodged by tenants and supervisory authorities as well as incidents of data loss or theft are logged centrally for management purposes. No justified complaints from external parties were registered during the 2020 reporting year. As a result of changed assessment of the risks relating to rights and freedoms of those impacted due to the change of the Data Protection Officer, there were fewer reports to the State Data Protection Officer in the 2020 reporting year – 15 cases of data leaks, data thefts or losses of customer data in connection with LEG customer data were reported. There were predominantly cases relating to the mass business and where the impact is low (incorrect addresses). **GRI 103-2; GRI 418-1**

Range of contact options

High customer satisfaction requires that tenants can approach us with their needs and problems at all times. To this end, LEG offers its customers many different options and channels to contact us. In line with their own preferences, tenants can contact LEG with problems or enquiries by telephone, e-mail or letter, in person or digitally on the tenant portal or the tenant app. Concerns and complaints are consistently recorded using a ticket system and

assigned to those responsible in customer service. Generally any necessary repairs are carried out by employees of the LEG investment, TechnikServicePlus GmbH (TSP). **GRI 103-2c**

Nonetheless, our customers told us that we particularly need to improve the CCS's availability by phone in line with our customer focus. For this reason we introduced a callback service in 2019 so that tenants do not have to stay on hold. In 2020, this was further expanded and very well received by our customers. Now they can specify a time when they would like one of our property specialists to call them back. Our tenants can book the callback service by phone or digitally.

The customers also told us that it is important for them to have an occasional or regular personal contact point on-site or consultation hours for certain topics such as utility bills. Older people and people who are not native German speakers often find it easier to raise their concerns directly in a personal discussion. LEG also responded to this in back in 2019, establishing tenant offices in several cities based on the individual requirements. In these offices, employees offer personal consultations for their customers. Due to corona, this service had to be suspended in 2020, but will be restored as soon as possible. **GRI 103-2c**

Not least, direct dialogue between the Management Board and tenants was established in 2019 with the new "customer talk" format, in which the LEG CEO meets our tenants several times a year directly on-site. The goal is to work continuously towards a good, stable relationship with the tenants by using suggestions and criticisms to optimise the company's services further. [> see Society area of action, page 39](#)

Direct customer dialogue is strengthened in the Customer Advisory Council, which usually meets once per quarter at various locations and brings together dedicated tenant representatives

from all branches and helps them play an active role in neighbourhood development decision processes and in developing and improving services. At these meetings, key issues are discussed with the LEG COO and joint solutions are developed > [see Society area of action, page 39](#).

In addition, the Management Board entertains ongoing dialogue with tenant representatives and associations as well as the state governments and mayors of cities in which LEG has apartments.



Monitoring service quality and tenant satisfaction

LEG uses various tools to assess the effectiveness of all measures to increase customer satisfaction. In particular, these include tenant satisfaction surveys, interviews with points of contact, feedback on neighbourhood support measures, the assessment of safety inspections and analyses of callers who make multiple calls about an issue. [GRI 103-3](#)

Particularly worthy of mention is the customer survey of around 20,000 LEG tenants conducted between 18 November and 7 December 2020. From the roughly 4,700 responses, we receive key indicators for additional improvement potential that will allow us to increase customer satisfaction in the years ahead. For example, our customers requested more parking spaces and garages to rent and so we immediately expanded our range of these services online.

In interviews with new points of contact, as of December 2020, once the tenant issue has been concluded – the so-called ticket closure – LEG asks the tenant directly by e-mail whether he or she was satisfied with the process they experienced. In an online inquiry system the tenant can take part in the survey. The evaluations give LEG insights into where it stands with regard to service quality and where there may be further optimisation requirements. The survey results are compiled anonymously, evaluated and reported to the relevant specialist departments, among others. They serve to support continuous process improvement and the ongoing development of staff training requirements. Tenant repeat calls in CSS were reduced in the 2020 reporting year, with the annual average totalling approximately 27%. In the first quarter of 2021, the figure had already been reduced to 24%. LEG attaches great importance of being available for its customers. In March 2021, the CSS availability ratio was roughly 90%. [GRI 103-3](#)

Tenant turnover and average length of occupancy are key performance indicators for tenant satisfaction. Both of these improved against the previous year [Annual Report, page 101](#).

Innovative services and programmes within neighbourhoods

In the 2020 reporting year, we also used our large customer basis for expanding our service range, creating added value for our customers. Anyone who knows our company well is already familiar with our supplementary offers in the three areas of cable television / multimedia, energy services and repair services [Sustainability Report 2019, pages 24 f](#). The company WohnServicePlus partners with Vodafone to provide LEG tenants an attractive basic cable TV array and quick internet at special conditions. With LEG TechnikServicePlus (TSP), a joint venture with the housing industry skilled trades company B&O, LEG secures skilled trade capacities, which are in great demand, for its core market of North Rhine-Westphalia and offers minor repair services with its own staff. In the 2020 reporting year, we brought about numerous procedural improvements. For 2021, further optimisation is planned which contribute to higher customer satisfaction as a result of quicker repairs. Through EnergieServicePlus (ESP), LEG tenants had already been able to buy their green electricity and gas at prices that were often better than with the local utility > [Environment area of action. GRI 103-2](#)

With additional products, an even broader coverage of our traditional neighbourhoods and the inclusion of the acquired portfolios, we can offer these services to an increasing number of people. In October 2020, with the acquisition of Fischbach Service GmbH, a project manager in the area of refurbishing empty apartments, a fourth pillar of our value added services was added. Before the

acquisition, approximately a quarter of renovations for vacant LEG apartments had been processed by the company – at high quality and on schedule. Key factors behind the integration of the business area in the new company LWS Plus were economic considerations and the improvement of our internal processes to the benefit of our customers.

SOCIAL NEIGHBOURHOOD MANAGEMENT

Despite the coronavirus pandemic, LEG organised about 50 COVID-compliant events and a summer holiday program.

Valuing new and existing tenants

When it makes larger acquisitions, LEG organises tenant events, such as info bus tours, in order to welcome the new tenants to LEG and introduce the company. LEG experts are there to answer any questions concerning living with LEG. LEG also invites tenants to information events – for example, on matters such as modernisation and waste management – in selected neighbourhoods. Here, the company sets great store by customer feedback obtained on a voluntary basis, sometimes in writing, at the end of the events.

Many tenants have been loyal to LEG for decades. As a small thank-you, the housing company invites long-standing tenants on anniversary trips after 25 and 50 years. In addition to coffee and cake in a social atmosphere, these trips may involve visits and excursions. Due to corona, many events for our tenants could not take place in 2020, but will be continued as soon as possible.

Partnership-based and socially oriented neighbourhood management

LEG sets great store by tailored neighbourhood management oriented to the challenges in the individual residential areas. This includes taking a sensitive approach to occupancy management and accommodating displaced persons. As part of its neighbourhood and integration management, LEG normally offers its tenants an extensive year-round holiday and leisure programme. Despite the corona pandemic, in 2020, events and a summer holiday program took place in all branch offices and some 50 events took place in line with corona regulations. Its neighbourhood management also includes services for senior citizens, assistance from the independent LEG NRW Tenant Foundation www.leg-nrw-mieter-stiftung.de, in the event of individual tenancy hardship, social projects such as language development, and much more.

As a result of establishing the “Your Home Helps” foundation www.dein-zuhause-hilft.de in 2019, with capital totalling EUR 16 million, LEG aims to do much more from 2020 onward to create stable and liveable neighbourhoods and a good environment for the people who live directly in LEG apartments or in the neighbourhood. Especially the corona relief efforts made a contribution to providing help quickly and pragmatically where support was particularly needed. This included non-profit organisations and especially those who were impacted strongly, which included LEG tenants. For example, the “Your Home Helps” foundation provided a small ray of light by donating activity boxes filled with books and games which were distributed to LEG tenants. In addition, in the run-up to Christmas 2020, twelve courtyard concerts were held in LEG neighbourhoods – to support artists and please those living there. > **Society area of action, page 42 f**



The “Your Home Helps” foundation distributed activity boxes in LEG neighbourhoods.

Joint campaigns and celebrations boost cohesion

With numerous measures, LEG contributes to the tenants' well-being on the housing estates. Exchange between neighbours is intensified with celebrations together. Tenants' parties are therefore an integral part of LEG's neighbourhood management. LEG's programmes, which are put together by trained LEG event managers in a variety of event formats such as petting zoos, dance classes, bouncy castles, human table football, kids' face painting, Christmas and Easter parties, bring numerous people from different countries together every year. Despite the restrictions, a total of approximately 50 events were able to take place in 2020.

Living space for all generations

The "Living Space for Generations" project, in which LEG supports tenants moving from a large apartment to a smaller, more suitable apartment – or vice versa – in the same neighbourhood, is also to be continued. This caters to people whose life situation has changed and who are therefore interested in swapping apartments. For example, families with children can move into a larger apartment if the person they are swapping with – a senior citizen, for example – wants a smaller apartment. In this way, we wish to ease the situation particularly in housing markets with high demand.

LEG also supports the state initiative "Finally a home!" under the aegis of the North-Rhine Westphalia Ministry of Labour and Social Affairs. The aim of this initiative is to help homeless people return to regular tenancies again. Up to now, LEG 180 apartments have been provided for homeless people > **Society area of action, page 43.**


Fair and affordable rent

By providing affordable and diverse housing including in urban areas, LEG plays a role in addressing pressing social challenges such as demographic change and migration.

LEG Immobilien SE is a housing company with deep roots in the North Rhine-Westphalia metropolitan region. On this basis, LEG is pursuing the expansion of its regional focus, particularly in regions bordering NRW that have comparable structures. About 8 % of the portfolio is located in other states in western Germany. Our portfolio contains around 145,000 rental properties with an average size of 64 square metres and 1,300 commercial units. Our focus on affordable housing and our units help meet demand by the rapidly growing number of smaller households that are characteristic of our market. We want to be able to offer all tenants long-term home prospects.

We provide homes to average earners and to those eligible for social housing at affordable prices and create a home worth living in for people who simply want to live well. In the reporting year, 24% of our properties were social housing with an average rent of EUR 4.93 per square metre.

Upgrading existing properties is a key driver of rent costs. LEG takes a careful approach to modernisation work. Measures that reduce energy consumption and emissions create a better and more environmentally friendly living environment for tenants. At the same time, the modernisations must be financially manageable for the tenants, in other words ideally not increase their service charges and keep the housing affordable. Achieving a balance between climate protection and economic viability for tenants results in extensive opportunities. It increases the sustainability and value of the housing portfolio, makes the rental property more attractive and improves both customer satisfaction and tenancy duration.

All in all, like-for-like rent rose by an average of 2.3 % in 2020 – lower than the rental increases seen in previous years as a result of buffering the effects of the coronavirus pandemic. We also offered rent deferrals and instalment payment programmes that went beyond the legal requirements. As part of our "coronavirus heroes programme", we also granted a 20% rent reduction for at least two years to approximately 300 key workers who came to us as new tenants (e. g. nursing staff, retail workers)  **Annual report page 5.**

PUBLICLY SUBSIDISED HOUSING

24 % social housing

with an average rent of EUR 4.93 per square metre

By committing to new construction, we also aim to make a contribution to society by providing more affordable housing. LEG will create free-financed and subsidised housing as part of its new building initiative launched in 2018, building or purchasing at least 500 new apartments each year from 2023 onwards. The annual investment volume for this is around EUR 130 – 150 million. To this end, LEG Solution GmbH will build approx. 250 apartments each year on own or purchased land that is suitable for redensification. We acquired two turnkey newbuild projects and two plots of land in the reporting year. A total of 250 apartments will be built here at existing company sites, about 74 % of which are subsidised residential properties.

Employees area of action

Customer-focused, dedicated and highly qualified employees are vital for our business success. Our HR strategy is geared towards further increasing our company's appeal for applicants and retaining good employees at the company. As part of our sustainable HR management, we identify and plan our future staff requirements on a long-term basis in line with the requirements of corporate strategy. We also focus on a long-term strategy when it comes to HR development in order to maintain and improve our employees' skills and qualifications. In our day-to-day work, we are guided by our "Principles of Management and Working Together", which stand not least for respectful and considerate interaction with one another. The employees run the company's core business, shape changes and serve as a bridge to the customers. In return, the company offers them an attractive and motivational work environment.

LEG offers a wide variety of employment relationships and training opportunities

This always focuses on all LEG employees – regardless of the type of employment relationship or hierarchical level. The company therefore endeavours to effectively nurture its employees and establish the best possible parameters for them. Trusting and fair interaction with employees directly affects their satisfaction and performance – leading to good productivity, innovation and a boost for the company's appeal as an employer. **GRI 103-1**

LEG faces up to the key labour market challenges that are intensifying competition for the most qualified job candidates, such as a shortage of skilled workers and executives and demographic change. LEG also acknowledges its responsibilities as a major employer in North Rhine-Westphalia and the neighbouring western German states. **GRI 103-1**

LEG offers a broad range of employment types, including full-time and part-time models, co-determination rights as exercised by employee representatives, fair remuneration models and

salary structures in the form of in-house framework agreements on employment conditions and remuneration, a high level of employee satisfaction and a corporate culture with fixed principles guiding management and cooperation.

In the area of vocational training and professional development, the focus is on personalised training so that each and every employee can live up to the responsibilities of their position now and in the future. Owing to the coronavirus, we have largely switched to digital training and taught content digitally in the 2020 reporting year. **GRI 103-1**

HR Strategy 2025 sets framework for sustainable HR management

LEG promotes the systematic integration of its HR policy and HR work in its corporate strategy. The HR Strategy 2025 provides the framework for HR management when it comes to dealing with the challenges and opportunities arising from social megatrends such as demographic development, technological change and

RESPONSIBILITY FOR EMPLOYEES

digitalisation and the diversity of our modern society, as well as from the company's performance commitment. It also maps out the framework for responsible HR work founded on values.

By way of appropriate measures, we aim to gain the most talented candidates for LEG, optimise training, development and succession processes, strengthen employee loyalty and reduce fluctuation. Our overarching goal is to enhance the company's image and appeal as an employer continuously. At the same time, LEG expects all this to have a positive impact on its ability to achieve its financial targets. **GRI 103-2**

The HR Strategy 2025 is founded on four key pillars and success factors: **GRI 103-2**

1. Agility

LEG wishes to promote strength, willingness and ability to innovate within the company. One particularly important aspect is the increasing digitalisation of work and communication processes in the modern working world in general and at LEG in particular. Executives at all management levels must be made more aware of this. Among the employees, the necessary digital skills must be developed and enhanced in good time.

Measures in 2020: We have introduced an SAP e-recruitment tool for the ongoing digitisation of application processes. The concept for the regular staff dialogue will continue to be used as a pillar of internal communication between employees and executives. The key element is still the personal interview based on considerably streamlined guidelines and more mutual feedback sessions. The process has proven its worth and will be continued in the years ahead, albeit using the digital tool MS Teams in 2020 and 2021 on account of coronavirus. In the 2020 reporting year, we also initiated the "LEG Academy" project, a digital training platform based on SAP Success Factors, and will be introducing it in 2021. Also in 2020, we took another step in onboarding for all functions at our branches: New staff in operations areas undergo onboarding for the core IT applications and all processes, e.g. in the form of cross-functional workshops. Further onboarding content will be devised in 2021.

2. Management development

Executives are taught the principles of agile management, or "Management 4.0". We understand this as meaning that executives should be role models, inspire others to perform, act in an entrepreneurial fashion, develop competencies, communicate fairly, support and challenge employees on the basis of their strengths, and reflect on their own values, needs and motives. In the agile working world, long-distance management and management work as a change manager – for example, in the context of digitalisation – are also becoming ever more important.

Measures in 2020: All branch managers and heads of operations departments took part in a culture development workshop. The aim was to raise awareness of cultural change within the company and to encourage reflection. Together, executives devised various directions for cultural change. The process was initiated in 2020 and will be continued in 2021. The ideas and suggestions it produces will be turned into actual measures and programmes.

Working from home and remote working have become an integral part of management work. Digital media such as MS Teams were the main channels for sharing and conveying information in 2020. As part of the #LifeLongLearning project, we trained all team leaders, the Head of Rentals and the Head of Customer Care in how to teach on MS Teams.

LEG also offered all executives workshops on "healthy management at a distance" if necessary.

3. Demographics, retention, management

LEG places particular emphasis on equal opportunities, a healthy work-life balance, measures to secure employee loyalty and allowing for a "mosaic career", i.e. gathering a range of experience in different roles and functional areas, alongside the traditional linear career path. In this way, LEG aims to secure executives and skilled workers and to lower its fluctuation costs.

LEG's goal is to further reduce its current employee fluctuation rate of 11.6% in 2019 and 9.1% in 2018. Following the steady increase in staff fluctuation due to restructuring, in 2020 we even managed to reduce the figure to 7.5%, below the 2017 level of 8.9%.

Learning and performance without age limits, including health management and the promotion of lifelong learning, is intended to contribute to this objective. Overall, LEG aims to further increase its appeal as an employee and strengthen its position on the employee market. **GRI 401-1**

Measures in 2020: We have relaunched the selection process for our trainees because we want our trainees to be the best possible fit for the company and its values. We therefore pay special attention to social and customer orientation. Diversity aspects also play a greater role in our trainee selection process.



LEG is expanding its dual study programme in order to acquire talented candidates through cooperations with universities. We had four dual students in the 2020 reporting year – two in industrial engineering for construction and two in finance. For the end of 2021, we are planning to take on six further students in the fields of industrial engineering for construction, facility management, business informatics and finance. We have also introduced a mentoring programme for women and also additional measures for various employees > see page 33.

4. Value management

We want to design the organisational culture in line with current demands and promote a culture of leadership and cooperation, team development and the annual employee dialogue. We particularly value the trusting and constructive partnership between employee and employer representatives. Overall, the aim is to embody and comply with the LEG Principles of Management and Working Together. **GRI 404-2**

Measures in 2020: Working in cooperation with employee representatives, HR prepared and negotiated the works agreement for remote working. The early and extensive involvement of employee representatives in measures and planning is natural for LEG. A successful agreement was also reached with the special negotiating body on the co-determination structures at LEG Immobilien SE. LEG Immobilien AG was converted into the legal form of an SE in March 2021, which means that LEG is well positioned for the future.

Responsibilities defined

LEG's Human Resources department manages and is responsible for the HR strategy, as well as all central personnel-related processes and tasks. In doing so, it applies innovative, forward-looking HR systems and concepts. It comprises the areas of HR Management, Recruitment, Staff Development, Staff Controlling and Change Management plus the training officer function. It is responsible for maintaining close dialogue with the workforce, who – as company partners – are actively informed of upcoming changes and involved in the decision-making process. It also conducts collective bargaining negotiations.

In addition, it helps specialist staff and executives base their actions on the corporate values and make use of their scope for action. In close contact with the specialist departments, the HR department continuously adjusts its service portfolio and improves the quality of its services.

The Management Board is heavily involved in the topic discussions and approves the corresponding concepts and programmes. Detailed HR key figures are also regularly reported to the Management Board. **GRI 103-3**

10-point coronavirus plan: Protecting customers and employees

A particular challenge in the 2020 reporting year was handling the coronavirus pandemic and the restrictions imposed on team work, social contact and staff development as a result > see also “**Management development**”, page 28. Under LEG's 10-point plan to protect and safeguard customers and employees, we gradually shifted our entire company workforce – with the exception of certain emergency functions – to working from home or in a “split office”, ensuring the utmost degree of safety and flexibility for our employees and their families > see annual report, from page 5, “**Coping with the coronavirus crisis together**”. We also paid our employees an additional COVID-19 bonus of EUR 1,111, which was increased to EUR 1,500 in 2021.

Communication formats digitised

As a medium-sized company, LEG often relies on direct communication for the dialogue between management and employees, though sadly this was not possible during the coronavirus crisis. In-person events, such as employee parties where staff from the whole of LEG and its affiliated companies can take part, such as the joint summer party, the Christmas party and the traditional annual Weiberfastnacht meeting in Düsseldorf had to be cancelled in 2020, but will be put back on the agenda as soon as the crisis situation allows it again.

Nevertheless, the Management Board as a whole held an employee call with the entire workforce each quarter in 2020. For the first time in the past financial year, these calls provided an opportunity to ask anonymous follow-up questions and to provide digital feedback on company issues. **GRI 103-2c**

To strengthen employee motivation and team spirit even during the pandemic, new initiatives ranged from virtual team lunches subsidised by the company to virtual team events run by professionals.

Thanks to these measures, along with many others, our employee satisfaction remained very high even in 2020, a year shaped by the pandemic. In the “Great Place to Work” employee survey, 78% of our staff agreed that our company is a “very good place to work”. The Trust Index – an average of all core aspects of employee satisfaction measured by “Great Place to Work” – was



66 %, one percentage point higher than in 2017 (65 %). The approximately 400 employees at the company TechnikService-Plus GmbH (a LEG subsidiary) took part in the 2020 survey for the first time. **GRI 103-2, GRI 103-2c**

The results of employee surveys are always communicated to all employees. The division-specific result reports are evaluated and considered together with all the employees. HR helps to present the results if necessary.

For the first time, we have seen the number of applications for each advertised vacancy increase since the start of 2021. This is an indicator of our appeal as an employer to new employees and our aim is to continually increase this until 2023.



Employee health and safety

Occupational health and safety

LEG implements systematic, extensive occupational health and safety measures, taking the following management approach: Health and safety are systematically integrated into LEG's organisation to actively counter workplace accidents and employee absences due to illness. To this end, LEG drew up a description of the organisation of occupational safety back in 2014 to help the responsible executives and employees at LEG further develop the organisation in such a way that health and safety are a natural part of daily activities. This description – and all other information on occupational health and safety – is available to all employees on the LEG intranet.

The topic is given high priority at LEG in the interests of employee welfare and in light of the fact that under optimal working conditions, employees can also achieve optimal performance. Operating procedures should be efficient and involve minimal disruption. The legal requirement to ensure "suitable organisation" as defined in section 3 of the German Occupational Health and Safety Act is thus satisfied. **GRI 103-1**

The tasks and duties of individual positions of responsibility apply irrespective of the person holding those positions. Important information on connections and processes within the company is also preserved in the event of a staff change. Where necessary, the persons responsible can produce evidence that they did everything in their power to meet their obligations in the area of occupational safety. In addition, the obligations of managers are stated explicitly in a written delegation from the Management Board to the second level of management.

The integration and inclusion of occupational safety within the organisation does not mean establishing an isolated occupational safety system. Instead, LEG's existing structures are adjusted to take aspects of occupational safety into account. A safety engineer in the Property Management division's "Operator

Responsibility/Road Safety" department is responsible for organising occupational safety through LEG as the company's occupational safety coordinator. In this function, he reports directly to the LEG Management Board.

To avoid risks in the interests of the employees, B.A.D. Gesundheitsvorsorge und Sicherheitstechnik GmbH (BAD) was brought in www.bad-gmbh.de. It provides the occupational safety specialists and the company doctor, who is required to be appointed for companies with more than ten employees in accordance with German statutory accident insurance scheme (DGUV) regulation 2 "Company doctors and occupational safety specialists". The specialists from BAD ensure regular supervision; among other things, they perform annual occupational safety inspections at LEG's main locations and branches, advise on specific occupational safety situations, and attend the meetings of the occupational safety committee. BAD also prepares risk assessments on the LEG locations, occupational groups and psychological stress. In addition, LEG's building managers are trained safety officers. They examine the smaller LEG locations, such as tenant offices, in cooperation with the LEG occupational safety coordinator. The rectification of identified faults is checked by the local LEG managers in accordance with the principle of dual control, with the safety officers supporting the managers at all locations.

As required by section 11 of the German Occupational Safety Act (ASiG), LEG has established an occupational safety committee. In order to ensure a uniform approach to occupational safety throughout the LEG Group, the committee acts as the occupational safety committee for the entire Group. It meets four times a year and defines the occupational safety strategy.

The emergency organisation at LEG goes beyond the statutory requirements. For example, there are instructions for employee evacuation. Fire protection in particular is a top priority. LEG's occupational safety coordinator has also been trained as a fire prevention officer.

NEW POLICY**Business continuity management**

policy created and numerous coronavirus protective measures introduced

In future, annual safety training will be provided to all employees electronically using an online tool supplied by BAD. In addition, trainees and all new employees are instructed by LEG's occupational safety coordinator as part of the onboarding process. Operating instructions are drawn up and published on the intranet when a need is identified.

Back in 2013, LEG introduced the electronic first-aid log on the intranet for written documentation of first-aid measures and accidents. Prior to this, it had been edited manually. Digitalisation of the log makes it easier for employees to work with. Since 2019, verbal and physical attacks have also been recorded in the first-aid log. Even if there is no direct or visible harm, delayed effects may arise later. Verbal attacks and psychologically distressing experiences in particular can cause lasting damage. They are to be regarded as a "psychological workplace accident". The LEG occupational safety coordinator compiles all entries into an annual list, categorising injuries so that intervention steps can be derived where applicable. They are also compared with the accident reports processed by HR.

After 26 registrations in the electronic first-aid log in 2018 and information and encouragement to use it in 2019, there were a total of 50 entries (not including Biomasse Heizkraftwerk Siegerland GmbH and TechnikServicePlus GmbH). In the reporting year 2020 under review, the number of reported occupational accidents fell to 41 cases despite an increase in the number of employers.

The coronavirus pandemic meant that it was not possible to continue with the first aid training scheduled with the German Red Cross in the 2020 reporting year. Individual first aider training was provided for training officers when this was permitted by the low coronavirus infection rates. In-house training has been arranged for 2021 at the Dusseldorf, Dortmund and Muenster locations. Together with the individual training, around 10% of employees will then have been trained as first aiders. The fire safety assistant training planned with BAD also had to be postponed because of coronavirus. However, six in-house training sessions have already been requested for 2021. For the LEG locations not in NRW, employees are trained at BAD sites if necessary. In total, around 10% of employees will then also have been trained as fire safety assistants.

Riding out the coronavirus pandemic challenge

The development of the coronavirus pandemic since the start of 2020 has meant a major challenge for all areas of LEG. In order to rise to these challenges and for the good of all LEG employees, the Management Board activated the coronavirus crisis team in line with LEG's business continuity management policy on 26 February 2020. Staff representatives were informed about the measures resolved by the crisis team in good time.

LEG must establish contingency strategies to protect time-critical business processes against unplanned interruption as a result of events with a high loss potential. We therefore set up "Business Continuity Management" (BCM) in 2019. The role of BCM within the LEG Group is to ensure that key business processes are not, or are only temporarily, interrupted even in critical situations, thus protecting the existence of LEG companies even if major loss events occur.

To this end, the company created the LEG business continuity management policy to define the purpose and framework for BCM and thereby described the basic crisis management organisation. Critical business processes are then identified and

described in conjunction with a business impact analysis. Contingency management plans intended to ensure the continuation of operations are being developed for various specific emergency scenarios.

The coronavirus crisis team set up within BCM initially analysed the current situation in a daily conference call and communicated corresponding instructions to executives and employees. Since summer 2020, the meetings of the crisis team have been held on MS Teams as necessary and, if circumstances require, every day. Communications with executives and employees were supplemented by a list of questions and answers from 16 March 2020. The Q&As are added to as necessary and sent to all employees by e-mail. Also, a variety of information, links and helpful documents can be found on the LEG intranet under "Collected Coronavirus Information". This includes specific instructions, e.g. instructions for using hand disinfectants and FFP2 masks; prepared notices, e.g. for using lifts, kitchens and offices or also information on health-consciousness when working from home.

The safety coordinator prepared a risk assessment to systematically monitor the "coronavirus threat". This looks at all areas of LEG's activities, and also the special situation for pregnant women and first aiders, and is promptly adapted in line with changing legal requirements or new medical findings if necessary. Working off the risk assessment, LEG has taken various measures to protect its employees. The company was an early adopter of a wide range of options for working from home. Where people are still working in offices, "split office" regulations apply and single-occupancy offices are mandatory for the duration of the coronavirus pandemic.

On 21 March 2020, we published the "LEG 10-point plan for the protection and safety of customers and employees", which once again expressly sets out the regulations for working from home. In addition, employees with at least one child below the age of 16

were granted one working hour per day with continued pay if necessary (emergency childcare). This regulation remained in place until the lockdown was eased (nursery and school closures) in summer 2020.

Particularly for employees with essential customer contact, and also for office employees, protective masks (community and FFP2 masks), hand disinfectant, disinfectant wipes for company vehicles and protective gloves and overalls have been sourced and distributed since March 2020.

The statutory regulations of the coronavirus protection ordinances, regional coronavirus ordinances and SARS-CoV-2 work safety rules were observed or even exceeded by LEG's own regulations in 2020.

The health of employees at the workplace is important to the company. For this reason, the associated services are reviewed and continuously optimised. One important aspect is psychological stress in day-to-day work. In June 2019, there was the second voluntary electronic employee survey on "Healthcare in the workplace". The employee survey is based on the "Copenhagen Psychosocial Questionnaire" (COPSOQ) www.copsoq.de/en/. At 58 %, employee participation in the survey in 2019 was much higher than the rate of 34 % achieved in the first survey in 2016. The employee survey steering committee reported to the Management Board on the results of the survey; initial recommendations for the next steps have been in the works since then. For example, in the 2020 reporting period, flu jabs were increasingly offered at four in-house drives and also at BAD locations. Executive training on "Healthy management" was also intensified. It was not possible to continue processing and analysing the results of the survey at the planned workshops with the areas especially affected on account of the coronavirus pandemic. These sessions are currently scheduled for summer 2021 together with the relevant BAD locations. The next employee survey is planned for 2022.



Gladbeck, Breukerstrasse

To help with "mental health" in the coronavirus pandemic, there were several video messages from the Management Board, regular team talks on MS Teams and various events where teams could join in, such as the Group lunch on 15 April 2020 (#LunchTOGETHER), the virtual team event on 29 April 2020 (#WeAreTheTeam) or "The Slightly Different Christmas Party" (#ChristmasConnects).

Eye exams as an occupational medical precaution for people who work at screens had already been scheduled with BAD for three LEG locations in 2020, but had to be cancelled because of the coronavirus pandemic. As far as possible, the exams will be held on a larger scale at six LEG locations in total in 2021; the dates have already been arranged. As long as in-person eye exams are

impossible, since April 2020, LEG employees who work on computers have had the option of ordering subsidised glasses even without a doctor's certificate. Telephone appointments with the BAD company doctors are also available at any time in accordance with the legal provisions of the German Ordinance on Occupational Health Care.

Occupational health management

Keep the doctor away and boost your body's defences – this is the motto of the "Fruitful Office" campaign, which is implemented by LEG's health management to encourage healthy eating with plenty of vitamins and has already become a tradition. In the winter months, all employees can help themselves to produce from baskets of fruit.

In addition, LEG carried out its “Sports Badge” campaign for the second time in 2020. The Joint Committee for Health Management encouraged employees to take part in the German Sports Badge. After presenting the badge to the HR department, employees receive a small bonus.

In LEG’s view, another important aspect of promoting good health is allowing for a good work-life balance. Through a partner, PME Familienservice, the company offers individual advice on care solutions for children and family members in need of care www.familienservice.de.

In the first quarter of 2020 – before the lockdown – employees were offered free massages at work. During the first lockdown, they had the opportunity to work out while working from home with a video on the intranet. During the second lockdown, this was followed up by digital workshops on relaxation and resilience while working from home for all employees and executives to counteract the stress of the unusual circumstances towards the end of the year. A number of other preventive services – from bowel cancer screening and anti-smoking courses to providing all employees with heating pads for the cold season – also promoted the health and well-being of employees in 2020. There was also a prize draw for ideas submitted for 2021 on how to expand healthcare management.

Effectiveness of measures is reviewed externally

From health management, through cooperation with PME Familienservice right up to flexitime and more flexible working hours, LEG offers numerous ways for its employees to achieve a good work-life balance. It is important to the company to have the measures it deploys and their effectiveness reviewed by third parties, too. LEG therefore underwent an audit in order to receive the prestigious “berufundfamilie” seal www.berufundfamilie.de. We received the certificate for the first time at the end of 2018. In the audit, we defined further measures for a healthy, motivated working environment and a positive workplace culture. One of these measures is for help in emergencies: the distribution of “emergency boxes” to all employees. The idea is this: Keep emergency documents like your vaccination book, medication regime, living will, etc. in an emergency box in the fridge door at home. That way, first responders, relatives or friends quickly know what to do in the event of an emergency.

Working from home and other flexible arrangements are a core component of work-life balance. LEG has adapted to these needs with the measures taken in the 2020 reporting year > see “Riding out the coronavirus pandemic challenge”: “Working from home”, page 31, see “Management development”: “Healthy management at a distance” training, page 28.

Other measures that were not possible in 2020 due to the coronavirus but that will make a key contribution to work-life balance in 2021, are, for example, an employee party to which family members will also be invited.

Valuing diversity among the employees contributes to the company’s success. To underscore this guiding principle of diversity management, LEG signed the “Diversity Charter” in 2019 www.charta-der-vielfalt.de/en/ and published its policy on employees and diversity in the 2020 financial year www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/policies/employee-and-diversity-policy. The company thereby committed itself to an organisational culture of diversity and a prejudice-free work environment. Appreciation and inclusion of diversity are goals of the “Diversity Charter”, an employer initiative to promote diversity at companies and institutions. When it comes to diversity and equal opportunities, LEG strives to have a balanced workforce characterised by gender equality and to reconcile having both a family and a career through the aid of workshops, seminars, family services and health management. To bolster gender equality at LEG we offer a mentoring programme for women and also additional measures for various employees. This is intended to give them the chance to advance their personal and professional development by gathering professional experience and networking under the guidance of a mentor, who also acts as a confidante, sparring partner and sounding board. Conversations between mentees and mentors can take any form and are strictly confidential. LEG employs people of all age groups, nationalities, cultures and genders, and creates a work environment in which appreciation, tolerance, respect and freedom from prejudice are core values. The company promotes diversity and does not tolerate discrimination against employees or tenants. Diversity and integration are promoted in its properties. **GRI 103-1**

Environment area of action

LEG pursues the vision of a liveable world in which people use natural resources sustainably in the long term and successfully limit global warming. The buildings sector has considerable responsibility in this respect. In this area of action, we therefore focus on climate protection measures. As a housing company, we focus on reducing the energy used in providing heating and hot water to our apartments through energy-efficient buildings. We also support the use of low-emission and renewable energies. We involve our tenants by informing them about energy saving, resource conservation and about individual energy consumption via targeted measures.

PROTECTING THE ENVIRONMENT AND CLIMATE

Focus on energy efficiency and emissions reduction in our residential portfolio

The buildings sector is responsible for a significant portion of Germany's overall energy consumption and is therefore one of the relevant causes of CO₂ emissions. The housing industry in general and LEG in particular are supporting the energy transition and climate protection. As a major housing company, LEG believes it has considerable responsibility for the environmental impact of its actions. It makes strategic use of its leverage for impacting energy efficiency and emissions reduction, and involves its tenants in improvement measures, for example by participating in projects. In the new 2020 materiality assessment, the topic of energy and emission reduction was classified as having high materiality in the environment area of action. This classification applies to LEG's entire property portfolio, including its administrative buildings. LEG supports the achievement of the climate goals set by policy-makers and meets the statutory requirements of the German Building Energy Act. The company carries out energy modernisation measures that focus on building insulation, window replacement, heating system optimisation, the use of renewable energies, and transparent and targeted information for local tenants.

GRI 103-1

However, as landlord in the affordable segment, LEG has to balance the interplay of energy modernisation measures with economic viability for tenants.

In addition to portfolio modernisation, LEG also uses innovative digital concepts for the efficient control of its heating systems and for energy-efficient living. In its construction projects, LEG uses modern, sustainable forms of energy and environmentally-friendly building systems. The system for recording and evaluating environmental metrics is continuously reviewed and developed further so as to derive the correct action strategies. GRI 103-1

Investment programme for energy modernisation

To offer its tenants energy-efficient apartments and to assist them in reducing consumption and emissions, LEG adopted a set of measures with concrete goals as part of its investment planning and has set its sights on improving the efficiency of its heating systems via its own energy company. GRI 103-2

The company is pursuing the strategic goal of reducing the energy consumption and CO₂ emissions of its portfolio of properties by the end of 2021. The key instrument in this respect is implementing energy improvements to the entire portfolio. To do this we want to improve the energy efficiency of 3 % of the properties in the current year. Until the end of 2024, we want to reduce the current level of the CO₂ emissions of 36.7 kilograms per square metre by 10 %. GRI 103-2 c



Erkrath, Kattendahlerstrasse

Most of the investments in modernising the portfolio relate to energy efficiency. For overall investment measures, the ongoing project planning and preparation is handled by the relevant technical units, supported by a suggestion list on the part of the regional branches and the centralised Portfolio Management division. The projects are calculated and are evaluated qualitatively in terms of categories such as traffic safety, regulatory requirements and obligations pursuant to private law. **GRI 103-2**

The measures are selected on the basis of internal company requirements regarding profitability, value enhancement, financing regulations, budgeting, sustainability and LEG's strategic goals. The entire project portfolio is approved by the Management Board. **GRI 103-2**

Responsibility for target attainment assigned

The Management Board and Supervisory Board are involved in setting the investment programme first and foremost with regard to budgeting. A team comprising employees from multiple divisions is responsible for the implementation of this investment programme.

Realisation of the investment programme and the modernisation measures is firmly embedded in LEG's target attainment system and is linked to target agreements. This applies to executives and employees at different levels. For the first time, achieving short-term and long-term environmental targets are being used as an element for the target systems of the Management Board and second-tier executives > **Strategy chapter, page 13 f.**

Realigned climate strategy

Reducing buildings' direct and indirect energy consumption and the greenhouse gases that they emit has become essential to success in the property industry.

The German federal government's climate package enshrined sector-specific environmental targets and CO₂ pricing in law for the first time. For the building sector, this means reducing

greenhouse gas emissions in Germany to 67 million tonnes in 2030 (2020: 118 million tonnes). LEG supports the federal government's target of making building stock in Germany virtually carbon-neutral by 2045.

The objective must also include realising climate protection with fair and affordable rents. It is for this reason that LEG is aiming to realise climate protection for its tenants in a socially compatible manner.

We began preparing a climate strategy in the reporting year. To provide sound underlying data, we discontinued CO₂ emission measurement on the basis of the previous practice of extrapolating from energy certificates and have moved largely to recording actual consumption of the previous year on the basis of which an extrapolation for the reporting year is made.

In the reporting year, we set up a team of experts at our subsidiary EnergieServicePlus (ESP) so that we can better assess and manage the environmental risks and opportunities for LEG. This team is responsible for monitoring CO₂, working out way to reduce our CO₂ emissions and conducting research related to CO₂ reduction > **see page 36 f.**

In 2021, we will assess whether there are any potential physical or transitory environmental risks and, if so, integrate these into LEG's risk management system.

Making good progress toward target attainment

The continuation of our modernisation programme also helped reduce specific CO₂ emissions produced by our portfolio in 2020. In the current year, at least 3 % of residential units are to be upgraded for maximum energy efficiency. By the end of 2024, we want to reduce CO₂ emissions by 10 %. Previous charges are due both to the CO₂ emissions and the number of energy efficiency classes when purchasing portfolios worse in energy terms as well

as the extensive new issue of energy certificates and more than offset the positive effects from the energy modernisation of buildings in the existing portfolio. Projects were physically completed in 2020 that will result in energy improvements for almost 6,200 residential units – about 4.3 % of our portfolio as at 31 December 2020. In 2019, this figure was 4 % and 4,800 residential units. **GRI 103-2**

LEG is planning to carry out even more comprehensive modernisation work for entire neighbourhoods in the future. We had particularly positive experiences with this in the past financial year. With upgraded energy efficiency in Monheim, Dortmund and Herne – a total of about 2,200 residential units, we made average energy savings of 40 % to 46 % by installing large-scale insulation, exchanging windows and refurbishing roofs.

Energetic improvement of c. 6,200 residential units in the reporting year

– this represents c. 4.3 % of the portfolio.

We are also paving the way for virtual carbon-neutrality in new builds: 100 % of our planned new buildings will be rated energy efficiency class A in future. All current projects are to receive funding under "KfW 55", which requires primary energy requirements to be 45 % lower than those of a reference building under the German Energy Saving Ordinance (Energieeinsparverordnung). All our new builds are thus fitted with an environmentally friendly source of heating, good insulation, energy saving windows and the option to install green roofing.



Dusseldorf, Airport City: STRABAG Real Estate develops new sustainable headquarter 2022.

Newly built units that we intend to purchase from project developers starting in 2023 (250 each year) should all be "KfW 55 homes" and over 90 % of them are to be in energy efficiency class A.

In addition, we are targeting German Sustainable Building Council (DGNB) certification for our new LEG headquarters in Dusseldorf which we will move into in the spring of 2022. This is issued by the DGNB www.dgnb.de/en/. Certification is to cover not only the headquarters, but also an adjoining building that LEG intends to rent.

Protecting the environment and climate – taking the next step

In order to take due account of the topics of climate protection, sustainability and CO₂ avoidance, in the reporting year, we established a new "Climate and sustainability" unit in ESP, our wholly owned subsidiary. As the next strategic move, the unit will analyse existing neighbourhoods in respect to energy status and consumption so as to be able to provide targeted support for investment decisions.

Transparency as starting point for shaping a successful future

In the 2020 reporting year, in line with the GHG Protocol a complete carbon footprint was prepared for 2019. On this basis, using the CO₂ conversion factors provided by the German Federal Office for Economic Affairs and Export Control, we prepared our carbon footprint for 2019.

Due to the fact that final consumption data always arrive at the company with a delay of up to one year, there is also a delay in the context of providing information on the overall climate footprint. For this reason, in the 2020 reporting year, we prepared the overall footprint based on extrapolating the 2019 figures. This calculation covers the data determined in the context of the overall climate footprint for 2019, supplemented or adjusted by data from locations added or disposed of in the reporting year.

LEG will now retain this methodology on an ongoing basis, i. e. creation of a full footprint for the previous year in the respective reporting year and for the reporting year publish a corresponding extrapolation audited by the statutory auditor.

In line with the "TABULA Typology", all LEG buildings were classified into a range of construction year classes based on features relevant to energy. For all buildings (100 % of the portfolio) either actuals data were recorded or corresponding consumption calculated (energy recording or construction year cluster).

Here the age structure of LEG housing is in line with the German average. 87 % of all LEG buildings were constructed before 1979, 99 % before 2002.

The 2019 climate footprint is constituted of 81 % actual data and approx. 19 % calculated data.

By distribution according to the source of data, 50 % of heating consumption data already comes from within the LEG Group. A further 31 % is provided by third parties, i. e. from energy utilities.

The biggest portion of extrapolated consumption, 18 % of all data was determined using data from energy certificates. Only for close to 1 % was a calculation made using the actuals data on the basis of the above described construction year cluster.

In terms of heat generation, at 64.6 % natural gas had by far the biggest share, followed by 28.4 % for district heating. The share of heating systems fuelled by heating oil, which has a relatively poor carbon footprint in comparison to natural gas and district heating, had already been reduced to 3.8 % over the last few years. LEG's own local heating systems, which are partially still fuelled using coal, make up only close to 1 % of heat energy consumption. For the most recent calculation, we do not know the type of energy for 2.5 % of our residential units. This occurs particularly when calculations have to be made using energy certificates and there is no information on the primary energy type of the building.

Overall, in the reporting period heating energy consumption across LEG totalled 1,333 GWh, resulting in a KPI of 157.5 kWh/m² of living space adjusted for vacancy levels.

Calculation of the carbon footprint

To calculate the LEG carbon footprint, on a standardised basis we used the conversion factors published by the German Federal Office for Economic Affairs and Export Control. The heating energy footprint (Scope 1 and 2) calculated for the reporting year is 311,031 tonnes CO_{2e}. On the basis of rented living space (adjusted for vacancies), this results in a KPI of 36.7 kg CO_{2e}/m².

How the CO₂ footprint is calculated

As there are no legal requirements on how to calculate the carbon footprint, we describe our approach below. Our footprint is adjusted for vacant living space and includes only rented space. If the entire space were used, then the 2019 KPI would improve by -3.5%. On the other hand, 81% of the 2019 energy information comes

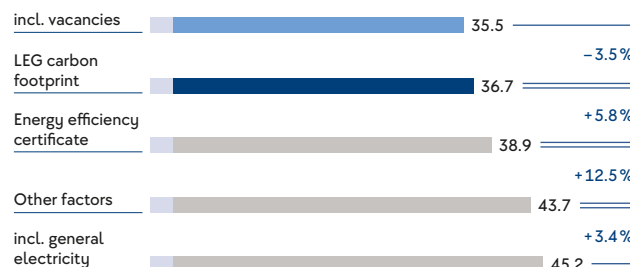
from actuals data. If the same footprint were used with the consumption figures calculated using only the energy certifications, this would result in 1.3 % increase in the consumption figures.

This would also be reflected in determining the footprint. If different conversion factors from other institutes were used, then the calculated footprint would rise from 36.7 to 43.7 kg CO_{2e}/m².

Graphic 1 (kwh/m² living space)



Graphic 2 (kg CO_{2e}/m²)



When strategy becomes DNA

So as to collate the numerous sources, both internal and external, the carbon footprint was initially calculated in Microsoft Excel. We are currently transferring the climate and carbon footprint into a Microsoft-Power BI database application. Here the objective is firstly to facilitate the future link to the different data sources, including the link to weather data (degree day figures) for climate adjustment in a multi-year comparison. In the future, this database is to be connected to the Group database so that all LEG actuals data can be transferred automatically. Secondly, energy consumption data at local level were combined at building character level (EPIQR) so as to be able to derive different simulation paths. Various simulations can indicate what investment resources can achieve which target paths. On this basis, future modernisation schedules could be adjusted to the climate objectives on an annual basis. Completion of the Power BI tool for the carbon footprint is planned for spring 2021 > see also EPRA reporting, pages 65 f.

Participations in research and development accompany our path

Currently LEG is participating in various research projects, provides support in studies, accompanies and comments on various publications issued by various institutes on climate protection. With a pilot project in Mönchengladbach, LEG is participating in the dena "Energiesprung Germany" project. This is an innovative renovation concept based on pre-fabricated modules, that promotes a high degree of comfort, short renovation times and – if mass production is possible – affordable renovation costs. The aim is rent-neutral renovation to a net-zero standard, meaning that the building generates as much energy for heating, hot water and electricity over the course of the year as it requires.

In another large project, together with the Open District Hub and the Fraunhofer Institute, we are drafting an action guideline, not only for LEG, but for the housing industry as a whole. Here in different LEG model neighbourhoods various neighbourhood concepts contributing to the decarbonisation of living space are to be trialled and realised. An appropriate group from industry and research is to support and accompany the projects, with LEG heading the consortium.

Contractor waste management

As a matter of principle, LEG makes sure that its activities are environmentally acceptable and comply with the waste disposal standards regulated by numerous national and international laws and regulations. During maintenance and modernisation activities, LEG is also confronted with contamination assessments and hazardous waste that require special attention. As a rule, contamination reports are therefore always obtained in the context of more extensive building measures in order to ensure that pollutants are identified in good time and disposed of properly. This way, potentially contaminated components and materials are analysed at specialist laboratories and assessed by experts. In addition, appropriate disposal concepts are coordinated with the contractors and the authorities involved. **GRI 103-2**

Our contractors undertake to take complete charge of waste management and keep complete records of the waste disposal. This is also done in view of the fact that occupational safety and environmental protection usually go hand in hand and that proper handling of pollutants is part of the (further) training of our contractors' employees who are working on site. The execution of the work is monitored by specialist and management staff of the contractors on the construction site and reviewed by health and safety coordinators commissioned by LEG. Due to this procedure, the exact volume of hazardous waste is not recorded within LEG. LEG has such little economic, legal, organisational or any other influence over the waste-generating activities of its contractors

that it does not qualify as the waste generator within the meaning of waste legislation. **GRI 103-2 > Key performance indicators: Environment area of action, Waste by type and disposal method**


Waste management in the portfolio

The waste generated by private households is disposed of by municipal enterprises or private waste disposal companies. LEG has little influence over the volume of waste generated by its tenants. To ensure correct waste disposal, however, a service provider acts as the waste manager for approximately 30 % of LEG's residential portfolio. Among other things, its tasks include checking whether the recycling bins are filled correctly and removing mis-sorted waste where this is possible and permitted. The quantities of waste generated by the properties managed by this service provider are determined on the basis of the volume of the refuse containers provided. However, the actual fill levels of the refuse containers cannot be determined, nor can the volume of waste disposed of in containers, e.g. public waste paper banks. **> Key performance indicators: Environment area of action, Waste by type and disposal method**

Dealing with water

Water is vital for life and key to human well-being. LEG relies on high-quality fresh water supply to provide water, sanitary, hygiene and technician services, all of which must be available across the entire portfolio for tenants, employees and visitors. The LEG portfolio is located exclusively in Germany, a country which legislates stringent drinking water standards and where there is a nationwide water treatment system. In addition, Germany has extensive freshwater reservoirs, particularly in the core LEG regions.


LEG is well aware of the decisive importance of water to achieve the United Nations sustainable development goals. Particularly in the private sector, coping with the challenges related to water plays a key role, something humankind must face now and in the future. For this reason, one of the company's objectives is protection

of and sustainable use of fresh water resources not only in our buildings, but also on our open spaces and in new construction  www.leg-wohnen.de/en/corporation/sustainability/codes-and-guidelines/policies/water-guideline.

Green energy, including electricity and gas tariffs

EnergieServicePlus again expands its services in 2020. To do this, LEG expanded its sales partner network with high-profile energy suppliers in order to ensure that its tenants are offered exclusive electricity and gas tariffs as extensively as possible. This includes 100 % green electricity, new customer bonuses and price guarantees.

Siegerland biomass co-generation plant

In 2005/2006, Ökotech GmbH and the then LEG Standort- und Projektentwicklung Köln GmbH (LEG S Cologne) constructed a carbon emission-neutral biomass co-generation plant  www.kraftwerk-siegerland.de. With an equity interest of 94.9 %, today LEG S Cologne is the main shareholder of Biomasse Heizkraftwerk Siegerland GmbH and Co. KG. The plant was commissioned in June 2006 and generates electricity and usable heat simultaneously. The fuel used is wood. As well as ready-prepared wood chips, the power plant can accept coarsely pre-broken wood and prepare it for use itself. In this way, Siegerland biomass co-generation plant helps municipal companies from the region to recycle and reuse wood. The electricity generated is fed into the existing grid of the regional operator in accordance with the German Renewable Energy Sources Act (EEG) and marketed directly. Electricity production is geared to a requirement equivalent to approx. 45,000 residential units. All the buildings at Siegerland Airport and part of the neighbouring business park are also supplied with district heating.

The energy produced every year in the form of electricity and heat from the renewable energy source of wood corresponds to a CO₂ equivalent of around 57,500 metric tons. This means that the power plant offsets around one third of the carbon emissions of LEG's entire residential portfolio.

Society area of action



Dusseldorf, Salzmannbau

The strengthening of local structures for sustainable and liveable neighbourhoods is a key task to which we are committed. In addition to our social and integrative work within neighbourhoods, this area of action comprises measures through which we can contribute our real estate expertise toward the solving of general societal challenges, for example by providing living space in conurbations.

RESPONSIBILITY FOR SOCIETY

Strengthening social cohesion within neighbourhoods

LEG acknowledges its responsibility to create sustainable and liveable residential neighbourhoods and to strengthen them by means of social and inclusive work. It provides housing that meets

the needs of tenants in highly diverse life situations and social backgrounds. LEG ensures its long-term success on the basis of stable neighbourhoods.

The company has determined neighbourhood development as a key aspect in the society area of action. This applies equally to all residential neighbourhoods managed by LEG. The high materiality of this issue is derived directly from LEG's business model. For example, the company is conscious of the effect that its actions have on neighbourhood development and therefore assumes a particular social responsibility. The promotion of civic participation, cooperation and co-determination is a key factor in achieving a broad consensus within society. Energy optimisation of our neighbourhoods plays a key role in developing neighbourhoods
> [Environment area of action, page 34. GRI 103-1](#)

LEG can play a part in resolving societal challenges such as demographic change and immigration by making affordable and diverse housing available in conurbations too. A liveable environment is supported through the development of sustainable neighbourhoods offering a high quality of life. [GRI 103-1](#)

In contrast, insensitive occupancy management coupled with a lack of integration work can jeopardise local structures and promote instability. At the tenant level, these risk factors can have an impact on districts, neighbourhoods and even entire towns. Sensitivity is also called for when choosing cooperative partners, as the quality of the business relations has a direct influence on the development of housing estates and on quality of life. As such, qualified service providers are important for a neighbourhood's quality and image. This means it is necessary to agree on and comply with shared values and standards within partnerships in order to avoid risks. [GRI 103-1](#)

Neighbourhood management promotes local integration

As a company with an awareness of its responsibilities, LEG endeavours to maintain and create liveable neighbourhoods and to provide sustainable housing. The overarching framework here is neighbourhood management throughout the entire LEG portfolio. LEG focuses on systematic networking that makes it possible to identify the local societal structures and develop projects and, based on this, to promote integration of networks. These partnerships breathe life into neighbourhoods and play a part in stabilising local communities. At the same time, a network of contact points leads to greater tenant satisfaction and retention. **GRI 103-2**

Derived from the material topics, LEG pursues the following goals in the Society area of action that it works continuously to achieve:

- LEG uses active neighbourhood management to maintain stable neighbourhoods and promote local communities.
- LEG is a reliable partner to the local authorities and institutions, with which it maintains close dealings.
- The company also plays its part in resolving societal challenges such as housing shortages in conurbations and demographic change. **GRI 103-2c**

In addition, energy modernisation of our neighbourhoods is a focus to achieve the objective of climate neutrality by 2050. In 2021, we have planned EUR 40 to EUR 42 per square metre to modernise and maintain our housing portfolio. **> Environment area of action, page 34**

Managing measures efficiently and based on dialogue

LEG's neighbourhood management promotes local communities, creates a liveable environment for tenants and the general public, thus meeting societal challenges.

The company engages in direct dialogue with municipalities and local stakeholders in order to improve residential and living conditions at the local level and contributes to neighbourhood development in the form of staff and financial resources. LEG promotes intercultural exchange and supports local integration and immigration work for displaced refugees. **GRI 103-2**

The measures are managed with the aid of a neighbourhood database in which responsibilities, budgets, partnerships, stakeholder contacts, integration projects, analyses, new customer acquisition activities and the projects of the LEG NRW Tenant Foundation are logged. In the reporting period, all LEG's branch offices realised social responsibility measures within their neighbourhoods. Despite the corona crisis, more than 50 neighbourhood measures were implemented in the 2020 reporting year **> Key performance indicators Society area of action. GRI 103-2; GRI 413-1**

Success of the measures evaluated

LEG uses its neighbourhood database and the project managers' assessments of their respective neighbourhood measures to monitor the success of its activities. It also uses analyses on tenant satisfaction **> Tenants area of action. GRI 103-3**

Responsibilities defined

In addition to the Management Board and management staff, each and every employee involved in operating activities is responsible for the relevant topics related to the societal challenges. Neighbourhood management is the responsibility of the heads of customer management and letting, the clerical customer managers with the support of the branch office management, the landlords and property managers, and possibly also the technical customer assistants. In the 2020 financial year, the Real Estate Management and Construction Project Management

departments were also involved on account of energy modernisation and corporate communication & corporate responsibility. A staff function, established in 2019, focuses on a holistic approach to neighbourhood development.

As well as staffing, LEG provides funds to promote neighbourhoods, for tenant events, for ongoing upkeep, for energy modernisations and for the deployment of external service providers to advise in neighbourhood development. **GRI 103-2**

FINANCIAL SUPPORT

and provision of staffing

More than 50 projects supported

Open to criticism and suggestions

LEG makes it possible for tenants and all other interested parties, affected parties and partners to contact the company with suggestions and criticism in person, whether it be at customer events, over the phone, in writing or digitally. Enquiries, including from residents, municipalities or NGOs, are consistently logged and processed in the company's ticket system. **GRI 103-2c**

The LEG Management Board began holding "customer talks" in summer 2019. One of the company's main objectives is satisfied tenants in liveable neighbourhoods **> Tenants area of action**. To help achieve this, the LEG Management Board seeks out direct dialogue with as many different tenants as possible. In the reporting year, despite the corona crisis, two customer talks were held. The format will be continued as soon as personal exchange is again possible.

A further element of the social approach is the Group-wide Customer Advisory Council, which was established in 2019, with the aim of further strengthening the integration of tenants and their interests > **Tenants area of action**. With the Customer Advisory Council, LEG has created an overarching tenant body to provide feedback on services, products, innovations and new developments in customer contact. The Customer Advisory Council is actively and systematically included in decision-making processes with a view to further optimising communication between LEG and its tenants. The Customer Advisory Council identifies challenges and offers criticism and suggestions to help the company to continuously develop in terms of customer satisfaction and friendliness. Despite the corona crisis, the Customer Advisory Council met twice in the 2020 reporting year.

Dedication to liveable neighbourhoods

LEG engages in active neighbourhood management comprising a broad spectrum of measures that strengthen social cohesion. **GRI 103-2**

Here are some examples of the company's commitment:

Playground campaign continued

In 2019, LEG launched its campaign for playgrounds and amateur soccer fields which we have renewed with a budget of approx. EUR 2 million. After the first lockdown easing in the early summer of 2020, they offered a welcome change, especially to families with children. In this way, we create new meeting points on the estates or upgrade existing ones. This also promotes a sense of community and cooperation among tenants in the estate. Most of the playgrounds are being realised as "multi-generation playgrounds", with benches for senior citizens to watch and relax, fitness trails and mini football pitches. LEG maintains some 1,700 playgrounds and play facilities in its neighbourhoods. **GRI 103-2**

Sponsorship, donations and work with cooperation partners

In the reporting year, LEG again supported associations, institutions and events on behalf of its tenants and society as a whole. **GRI 103-2**

For the eighth time, LEG and POCO Einrichtungsmärkte made a donation to the Dortmund-based non-profit association Kinderlachen e.V. www.kinderlachen.de. This time, the donation of around EUR 6,000 went to the "A bed for every child" campaign. Kinderlachen helps children from low-income families and seriously ill children in paediatric clinics and hospices. It also supports institutions like daycare centres and kindergartens that have been hit by dramatic cuts. The donations by LEG and POCO are funded by the revenue generated from the partnership between the two companies, which includes special offers and voucher campaigns for tenants.

Promotion of associations, institutions, events together with cooperation partners

Assuming social responsibility

Contributing to the resolution of societal challenges

In addition to maintaining stable neighbourhoods, LEG has set itself the aim of contributing to the resolution of societal challenges. In addition to the supply of homes and provision of services > **Tenants area of action** with regard to demographic change and changing living conditions, this also includes providing housing in urban areas.

LEG offers apartments at affordable prices for average earners and people holding a certificate of eligibility for public housing. The company creates liveable homes for people who simply want to live well. In the reporting year, social housing accounted for 24 % of the company's portfolio, with average rent in this segment coming in at EUR 4.93 per square metre.

We assume social responsibility by approaching rent increases with a sense of proportion and taking cases of hardship into account. Customers who can no longer afford higher rent following modernisation are given support. Tenants can get in touch with the company and report their concerns via the usual channels. Enquiries are forwarded to the responsible department, and LEG employees talk to the affected tenants in person in order to discuss the next steps and establish whether a different, more affordable apartment from the LEG portfolio is an option. In cases of social hardship, too, LEG employees offer individual solutions that are satisfactory to all concerned. However, the company cannot generally refrain from rent increases in light of individual circumstances as this could jeopardise the continued development of its portfolio, which would be uneconomical and not in tenants' interests.



In the 2020 reporting year, LEG summarised its varied initiatives in the corona crisis in a 10-point paper "Coping with the corona crisis together" which was published on 21 March 2020. The measures included temporarily not increasing rents to the local reference rents, special offers for system-relevant workers, or rent deferral regulations for residential and commercial tenants [see annual report, pages 5/6](#).

New construction campaign: more apartments in conurbations

Resolving societal challenges includes creating housing in conurbations. This is why LEG also intends to grow in the new build segment in future. Starting from 2023, the company will construct at least 250 new apartments and purchase another 250 new apartments each year. The new construction campaign will see at least 1,000 new apartments being built on the company's own sites by 2028/2029. New builds on purchased sites are also a possibility if the conditions are right. The combination of freely financed and publicly subsidised housing ensures a vibrant mix in the neighbourhoods. In the 2020 reporting year, we bought project developments with roughly 260 apartments, many of which were publicly subsidised. In addition, in spring we completed 38 new apartments on time and rented them.

Social responsibility measures with foundations and memberships

By establishing the new foundation "Your Home Helps" www.dein-zuhause-hilft.de at the end of 2019 with endowment assets of EUR 16 million, LEG created a basis to make an even stronger commitment to social responsibility and to significantly step up its efforts to create stable neighbourhoods worth living in on a long term basis and a good environment for people. The foundation promotes and initiates non-profit neighbourhood projects and helps with its own social managers on a local basis. With the

foundation, LEG is aiming to be close to its tenants, allowing it to identify social problems at an early stage, build relationships of trust with its tenants and use existing relationships to quickly put tenants into contact with suitable support network networks in case of need. The "Your Home Helps" foundation is a member of the Federal Association of German Foundations.

The first twelve months of the foundation's work were dominated by the corona pandemic. For this reason, in particular non-profit institutions and persons especially impacted, including LEG tenants, were provided support with corona relief efforts. Together with numerous partners, the foundation was able to make some difference, especially for children and families, senior citizens and persons in need. The focus was education, help for young people and senior citizens as well as support of charitable organisations. For example, the foundation supported the very important work of the food banks in NRW for persons in need with EUR 50,000 by establishing a special corona-emergency assistance fund www.tafeln-nrw.de.

In relation to digital education, something which is particularly important during the corona crisis, a wide range of projects was initiated. This includes the one-year "Promoting learning with a future" model project with the NRW state association of the German Child Protection Agency with EUR 110,000. Moreover, the foundation provides EUR 20,000 for the Foundation for the Digital Classroom of TalentMetropole Ruhr to increase digital competences in the transition from school to work.

In the area of child and youth services, LEG supported existing initiatives with the help of the foundation. For example, in the LEG Düsseldorf-Hassels neighbourhood, with EUR 30,000 the Jumpers Perspective Workshop broadened its free offerings relating to movement, making music and healthy lunches for children and young people from socially challenging environments. "Die Arche" in Herne also expanded its work with children and young people.



With the Caritas Association in Gelsenkirchen, the foundation offered corona everyday assistance for some 6,500 LEG households in Gelsenkirchen. Furthermore, in LEG apartments 350 activity boxes for young and old were distributed, in order to enrich the everyday home life with games and reading materials. What is more, in the run up to Christmas, there were courtyard concerts in twelve neighbourhoods. Hospitals in NRW received 100 boxes with comfort food as a token of thanks for the commitment in these especially challenging corona times.

This year, cooperations were extended. For example, at the beginning of 2021 we signed a letter of intent with JOBLINGE gAG Ruhr in which LEG committed to operating support in providing internships and training positions for young people to give them a concrete perspective. From 2021 to 2023, the foundation will provide JOBLINGE gAG Ruhr with a total of EUR 90,000. The financial support secures implementation of the JOBLINGE concept, at the same time helping expand its scope in the Ruhr area with the focus on Dortmund www.joblinge.de.



Herten, Dr.-Klausener-Weg

In addition, the foundation also supports the non-profit donation-financed organisation ArbeiterKind.de, which specifically encourages pupils from non-academic homes, advising and supporting them to a first degree. Planned are especially school meetings and events in our or close to our LEG neighbourhoods. LEG employees can also work on a voluntary basis in a local group or organisation www.ArbeiterKind.de.

Foundation supports work in a district and people locally

An exemplary project in a district supported by the "Your Home Helps" foundation is structuring and establishing the "Klausen Meeting Point" in Remscheid-Lüttringhausen. There the partners City of Remscheid, Die Schlawiner gGmbH, Arbeit Remscheid gGmbH, AWO Lennep-Lüttringhausen Local Group, LEG and its foundation are cooperating in this lighthouse project on a long term basis with the objective of contributing to improving the residential and living environment. Together a meeting point has been created with extensive advisory, education and leisure offerings with an ongoing presence. The offerings are tailored to the requirements of the young, middle-aged and older inhabitants of the district. Alongside language courses, there is advice on topics ranging from living, care to pensions, with the offerings also including lecture series and joint games afternoons. LEG prepared the premises. The "Your Home Helps" foundation is also providing financial support for the operation for the next five years.

In the financial year, the LEG NRW Tenant Foundation established in 2009 set up over 40 charitable and around 80 non-profit projects, providing over EUR 150,000 in funding for social cohesion in our neighbourhoods and the welfare of our tenants.

Membership of Stifterverband für die deutsche Wissenschaft

Since 2019, LEG has also been a member of Stifterverband für die deutsche Wissenschaft e.V. www.stifterverband.org, an association with around 3,000 members. Stifterverband is a renowned joint initiative of companies and foundations in Germany that is wholly devoted to consulting, networking and promoting improvements in the fields of education, science and innovation. The association adopts a holistic strategy to achieve sustainable success. Its spectrum ranges from schools and civil society to the structures of the science and innovation system.

Member in state initiative

LEG also supports the state initiative "Finally a home!" under the aegis of the North-Rhine Westphalia Ministry of Labour and Social Affairs with the aim of helping homeless women and families with children in particular to return to regular tenancies. In the reporting year, we increased the number of apartments we have provided for homeless people since the start of the initiative to 180 and also joined two additional municipal associations. **GRI 103-2**

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Recommendations from the Task Force on Climate-related Financial Disclosures (TCFD)

The TCFD was founded by the Financial Stability Board to develop a common framework for reporting on environmental risks and opportunities. Its focus is disclosing financial risks to which the company sees itself exposed as a result of climate change. We regard the TCFD recommendation as a meaningful addition to our previous reporting, especially with its forward-looking elements.

As a supplement to reporting in line with GRI, we are establishing a reference to the TCFD recommendations. In view of the increasing importance of climate change, we are aiming to provide extensive reporting in line with TCFD so as to disclose how to deal with environmental risks and opportunities in a clear fashion.

This year's reporting already includes some information within the core areas of governance, strategy and risk management recommended by TCFD as well as key figures and targets. The table below refers to corresponding content in the Annual Report 2020 and in this sustainability report, as well as to our website.

TCFD requirements	Sustainability Report 2020	Annual report 2020	Non-financial report 2020	Website
Governance: The company's organisational structure with regard to climate-related risks and opportunities	Chapter "Managing sustainability efficiently and reliably", p. 9 ff.; Chapter "Risk assessment", p. 12; Chapter "Key area: Environment" (section "Responsibility for target attainment assigned"), p. 35	Chapter Risks, Opportunities and Forecast Report (section Governance, Risk & Compliance), p. 62	Chapter "Key area: business", section "Sustainable growth and resilience" Organisation of Sustainability Management at LEG, p. 98 f.	LEG website "Sustainability" www.leg-wohnen.de/en/corporation/sustainability LEG declaration of fundamental values www.leg-wohnen.de/en/corporation/corporate-governance/compliance-at-leg/declaration-of-fundamental-values-of-leg Compliance at LEG www.leg-wohnen.de/en/corporation/corporate-governance/compliance-at-leg Rules of Procedure for the Supervisory Board Rules of Procedure for the Management Board www.leg-wohnen.de/fileadmin/dateien/02_Unternehmen/LEG-Gruppe/Vorstand_und_Aufsichtsrat
Strategy: The present and potential impact of climate-related risks and opportunities on business, strategy and financial planning	Chapter "Managing sustainability efficiently and reliably", Materiality analysis, p. 9 ff.; Chapter "Strategy", p. 13 ff; Chapter "Key area: Environment" (section "Responsibility for target attainment assigned"), p. 35		Chapter "Notes on contents of report and framework", section "Material aspects" p. 95 f.	LEG website "Current downloads, Q3-2020, Presentation Q3 results" www.leg-wohnen.de/fileadmin/dateien/02_Unternehmen/Investor_Relations/Finanzberichte/englisch/LEG_Q3_2020_EN.pdf

TCFD requirements	Sustainability Report 2020	Annual report 2020	Non-financial report 2020	Website
<p>Risk Management: The processes for identifying, assessing and managing climate-related risks</p>		<p>Chapter Risks, opportunities and forecast report (section "Risk categorisation"), p. 66¹ "The main risk category sustainability risks" was integrated for the first time and will act as the interface to the LEG sustainability report in future. There are not currently any sustainability risks subject to reporting requirements."</p> <p>Chapter "Non-financial report"; section "Risk assessment", p. 97: "The LEG Group management does not believe that there are any non-financial risks that meet materiality criteria under section 289c (3) no. 3 and 4 HGB after taking account of risk mitigation measures." For recorded transitory or physical environmental risks, refer to the ability to pass on CO₂ levy in the category Legal risks/risks posed by legislative changes and in the category Property risks/Modernisation/Maintenance (dry cracks on buildings as a result of climate change)." Extensive information on the CO₂ levy in the Chapter "Risks, Opportunities and Forecast Report" on p. 67</p>	<p>Chapter "Notes on contents of report and framework", section "Risk assessment", p. 97</p>	<p>www.leg-wohnen.de/fileadmin/dateien/02_Unternehmen/Nachhaltigkeit/Nachhaltigkeitsberichte/210310_LEG_GB_2020_nichtfinanzielle_Informationen_e_safe.pdf</p>
<p>Key indicators and targets: The key figures and targets used to assess and manage relevant climate-related risks and opportunities</p>	<p>Chapter „Strategy“, p. 13 ff.</p>		<p>Chapter "Non-financial report"; section "Risk assessment", p. 97: No non-financial risks identified that meet materiality criteria under section 289c (3) no. 3 and 4 HGB after taking account of risk mitigation measures.</p>	<p>www.leg-wohnen.de/fileadmin/dateien/02_Unternehmen/Nachhaltigkeit/Nachhaltigkeitsberichte/210310_LEG_GB_2020_nichtfinanzielle_Informationen_e_safe.pdf</p>

¹ Presentation of general opportunities and risks from modernisation and regulations relating to environmental policy – a risk and opportunity report on the basis of various climate scenarios is currently being planned.

Key facts

In order to manage the topics identified as highly material, we gauge our performance with regard to sustainability on the basis of specific key performance indicators. These – and also the key performance indicators from the non-financial report – are shown in the following tables. Unless indicated otherwise, the key performance indicators

relate to the financial year in question and the entire LEG Group (i. e. all the fully consolidated companies as per the consolidated annual financial statements). The figures presented here are rounded to one decimal place. As such, there may be minor totalling deviations.

Key area: business

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Scale of the organisation					
Total number of employees ¹	Number	1,314	1,365	1,443	102–7
Total number of operations ²	Number	8	8	7	
Net sales ³	€ million	418.6	435	429.8	
Total capitalisation broken down in terms of debt and equity ⁴	%	40.7	37.7	37.6	
Quantity of products or services provided ⁵	Number of residential units	133,969	134,031	144,530	
Direct economic value generated and distributed					
Direct economic value generated: revenues ⁶	€ million	560.2	586.1	627.3	201–1
Economic value distributed ⁷	€ million	224.5	243.6	284.0	
CRE sector supplement: payments to government ⁸	€ million	5.7	13.2	5.8	
Economic value retained ⁹	€ million	335.7	342.5	343.3	
Confirmed incidents of corruption and actions taken					
Total number and nature of confirmed incidents of corruption ¹⁰	Number	0	0	0	205–3
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption ¹¹	Number	0	0	0	
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption ¹²	Number	0	0	0	
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases	Number	–	–	–	

¹ Average number of employees.

² The total number of operations equates to the seven LEG branch offices.

³ Equates to the net rental and lease income.

⁴ The figures equate to the so-called loan-to-value ratio, i. e. net debt in relation to the real estate assets.

⁵ Equates to the number of residential units within the LEG portfolio.

⁶ Equates to the net cold rent (excl. utilities and services costs).

⁷ Equates to the expenses from renting and leasing.

⁸ Equates to net income tax payments in accordance with the statement of cash flows.

⁹ Equates to the difference between net rent (excl. utilities and service costs) and expenses.

¹⁰ Relates to all confirmed cases of corruption, bribery and the granting or receiving of advantages.

¹¹ The number of confirmed cases of corruption, bribery and the granting or receiving of advantages on the basis of which employees were terminated or warned.

¹² The number of confirmed cases of corruption, bribery and the granting or receiving of advantages on the basis of which contracts with business partners were terminated or not renewed is disclosed.

Key area: business

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices					
Total number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant ¹	Number	0	0	0	206–1
Important events of concluded legal actions, including all decisions and judgements ²	Number	–	–	–	
Non-compliance with laws and regulations in the social and economic area					
Total monetary value of significant fines ³	€	0	0	0	307–1; 419–1
Total number of non-monetary sanctions ⁴	Number	0	0	0	
Cases brought through dispute resolution mechanisms ⁵	Number	0	0	0	
Non-compliance with environmental laws and regulations					
Total monetary value of significant fines ⁶	€	0	0	0	307–1
Total number of non-monetary sanctions ⁴	Number	0	0	0	
Cases brought through dispute resolution mechanisms ⁵	Number	0	0	0	

¹ Number of pending and concluded legal actions and cases is disclosed.

² There were no legal proceedings on the basis of violations of competition law.

³ Fines of EUR 100.000 or more are considered significant.

⁴ Repressive, i.e. punishing, measures for past misconduct not consisting of a monetary sanction are reported.

⁵ Dispute resolution mechanisms are reported, i.e. judicial proceedings and out-of-court dispute resolution based on mediation or conciliation.

⁶ Fines of EUR 100.000 or more are considered significant.

Key area: tenants

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Assessment of the health and safety impacts of product and service categories					
Percentage of significant product and service categories for which health and safety impacts are assessed for improvement ¹	%	97.1	98.5	99.8	416–1
Substantiated complaints concerning breaches of customer privacy and losses of customer data					
Complaints received from outside parties ² , and substantiated by the organisation	Number	0	2	0	418–1
Complaints from regulatory bodies	Number	0	0	2	
Total number of identified leaks, thefts, or losses of customer data ³	Number	46 ⁴	72	15	

¹ Percentage of LEG portfolio buildings for which safety checks were performed in the year under review is reported. For the remaining buildings, safety precaution checks will be completed at the start of 2021.

² "Outside parties" refers to any external party.

³ Reported is the number of reportable breaches of personal data in line with Article 33 EU General Data Protection Regulation.

⁴ Reported is the number of reportable breaches of personal data in line with Article 33 EU General Data Protection Regulation. As a result of changed assessment of the risks relating to rights and freedoms of those impacted due to the change in the Data Protection Officer in the 2020 reporting year there were fewer reports to the State Data Protection Officer.

Key area: employees

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Information on employees and other workers					
Total number of employees by employment contract (permanent and temporary) and gender ¹					
Total number of employees	Number	1,380	1,444	1,599	102–8
Of which women	Number	504	521	568	
Of which men	Number	876	923	1,031	
Of which temporary	Number	103	116	124	
Of which women	Number	38	37	48	
Of which men	Number	65	79	76	
Total number of employees by employment type (full-time and part-time) and gender ²					
Full-time	Number	817	874	950	
Of which women	Number	320	343	374	
Of which men	Number	497	531	576	
Part-time	Number	187	159	183	
Of which women	Number	153	135	144	
Of which men	Number	34	24	39	
Collective agreements					
Percentage of employees covered by LEG collective agreements ³	%	66.1	64.9	64.9	102–41
New employee hires and employee turnover					
Total number and rate of new employee hires during the reporting period by age group gender and region ⁴					401–1
Total	Number	119	144	176	
Rate	%	11.9	13.9	15.5	
Total number and rate of employee turnover during the reporting period by age group gender and region ⁵					
Total	Number	91	120	85	
Rate	%	9.1	11.6	7.5	
Work-related illnesses					
Absence rate ⁶	%	6.8 ⁷	6.5	4.9	403–10

¹ The figures do not include employees in the passive stage of partial retirement, employees on parental leave at the reporting date, employees with no further claim to insurance benefits and trainees. The temporary employment figures do not include trainees or the employees of TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. and LWS Plus GmbH. Included are the 31 employees of LWS Plus GmbH which was included in consolidation in October 2020.

² The figures do not include employees in the passive stage of partial retirement, employees on parental leave at the reporting date, employees with no further claim to insurance benefits and trainees. The employees of TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH are not included.

³ Managerial employees and employees not covered by collective agreements are not included LEG collective agreements. Employees with no further claim to insurance benefits, trainees and students are not included in the calculation.

⁴ Trainees, casual workers and students and new employee hires at TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH are not included. A further breakdown of the figures is not possible at this time.

⁵ The departure of trainees, casual workers and students, and the employees of TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH are not included. A further breakdown of the figures is not possible at this time.

⁶ An absence rate for LEG is determined. This excludes TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH as these are not settled via the SAP system. Casual workers, employees with no further claim to insurance benefits, trainees and students are not included in the calculation. Days absent is divided by total possible days.

⁷ Not audited by PwC.

Key area: employees

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Work-related injuries					
Number of employees					403–9
Deaths resulting from work-related injuries ¹					
Number	Number	0 ²	0	0	
Rate	%				
Work-related injuries with severe consequences (excluding deaths)					
Number	Number	0 ²	0	0	
Rate					
Documented work-related injuries ³					
Number	Number	20 ²	28	28	
Rate ⁴			4.35	4.02	
Most important types of work-related injuries ⁵					
Hours worked ⁶	Number		1,285,892	1,391,850	
Staff who are not employees but whose work and/or working place is controlled by the organisation ⁷					
Deaths resulting from work-related injuries					
Number	Number				
Rate	%				
Work-related injuries with severe consequences (excluding deaths)					
Number	Number				
Rate	%				
Documented work-related injuries					
Number	Number				
Rate	%				
Most important types of work-related injuries					
Hours worked	Number				
Average hours of training per year per employee⁸					
Number of employees who participated in a seminar or other training measure during the reporting period	Number	539	553	750	404–1
Cumulative number of seminar days in the reporting period	Number	1,630	1,400	2,750	

¹ For work-related injuries the electronic first-aid log is assessed together with the accident notifications to the Employer's Liability Insurance Association. Not included are TechnikServicePlus GmbH and Biomasse Heizkraftwerk Siegerland GmbH & Co. KG.

² Not audited by PwC.

³ The absolute number of first-aid log entries stagnates with more hours. What is striking is the accumulation of smaller injuries, something which indicates a good use of the first-aid log. Not included are the employees of TechnikServicePlus GmbH and Biomasse Heizkraftwerk Siegerland GmbH

⁴ The rate is based on 200.000 working hours.

⁵ 2020: accidents as a result of tripping/falls (12), cuts (5), psychological stress (3), impact injuries (2), bruises (2), abrasion (1), uncontrolled moving parts (1), attacks by humans (1), forced posture (1).

⁶ Employees of TechnikServicePlus GmbH and Biomasse Heizkraftwerk Siegerland GmbH & Co. KG are not included.

⁷ There are no surveys on this matter.

⁸ The employees of TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH are not included. A breakdown by gender and type of employee is not possible at this time.

Key area: employees

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Percentage of employees receiving regular performance and career development reviews					
Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period ¹	%	72.2	50.3	82.8	404–3
Diversity of governance bodies and employees					
Percentage breakdown of people in governance bodies by:					405–1
Gender ²					
Women	%	16.7	16.7	16.7	
Men	%	83.3	83.3	83.3	
Age					
Under 30 years old	%	0	0	0	
30–50 years old	%	16.7	16.7	16.7	
Over 50 years old	%	83.3	83.3	83.3	
Percentage of employees per employee category by:					
Gender ³					
LEG total					
Women	%	47.1	46.3	45.7	
Men	%	52.9	53.7	54.3	
LEG Wohnen					
Women	%	45.7	44.6	43.8	
Men	%	54.3	55.4	56.2	
LEG management					
Women	%	56.3	61.1	60.2	
Men	%	43.7	38.9	39.8	
Specialist companies					
Women	%	33.3	27.4	28.6	
Men	%	66.7	72.6	71.4	
Age ⁴					
LEG total					
Under 30 years old	%	12.5	10.7	12.3	
30–50 years old	%	48.3	50.8	49.5	
Over 50 years old	%	39.2	38.5	38.3	

¹ Not included are employees of TechnikServicePlus GmbH, EnergieServicePlus, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH apprentices, casual workers, students, trainees, employees with no further claim to insurance benefits, employees on parental leave and in the passive stage of partial retirement. A breakdown by gender and type of employee is not possible at this time.

² The figures relate to the six members of the Supervisory Board.

³ Employees in the passive stage of partial retirement, employees on parental leave at the reporting date (31 December), employees with no further claim to insurance benefits, trainees and the employees of TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH are not included.

⁴ Employees in the passive stage of partial retirement, apprentices, trainees, students, casual workers and the employees of TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH are not included.

Key area: employees

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Diversity of governance bodies and employees					
Age ¹					
LEG Wohnen					
Under 30 years old	%	13.2	11.9	13.6	
30–50 years old	%	47.9	49.8	48.5	
Over 50 years old	%	38.9	38.3	37.9	
LEG management					
Under 30 years old	%	12.2	6.3	8.2	
30–50 years old	%	51.1	56	51.5	
Over 50 years old	%	36.7	37.7	40.4	
Specialist companies					
Under 30 years old	%	6.2	8.6	7.3	
30–50 years old	%	47.7	50	53.7	
Over 50 years old	%	46.2	41.4	39.0	

¹ Employees in the passive stage of partial retirement, apprentices, employees with no further claim to insurance benefits, trainees, students, casual workers and the employees of TechnikServicePlus GmbH, Biomasse Heizkraftwerk Siegerland GmbH & Co. KG and LWS Plus GmbH are not included.

Key area: environment

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Energy consumption within the organisation (administrative offices)					
Fuel consumption from non-renewable sources ¹					302–1
Diesel	MWh	969	867	669.7 ²	
Regular petrol	MWh	20	12	5.6 ²	
Premium petrol	MWh	427	656	506.4 ²	
Heating oil	MWh	1,936	1,104	7,414	

¹ The figures relate to LEG's vehicle fleet and company cars with the exception of TechnikServicePlus GmbH. Energy consumption was calculated on the basis of the respective fuel consumption levels. Business trips taken for LEG by LEG employees in their own vehicles are not included. The clear decline of fuel consumption resulted from corona-related lower driving activity. Consumption for the three electric vehicles cannot be determined for 2020, because the charging stations were invoiced via the total electricity settled for the Düsseldorf and Dortmund locations. For 2021, automatic settlement is planned with our lessor, making it possible to determine the charging costs precisely. The heating oil position records solely the waste wood consumption of Biomasse Heizkraftwerk Siegerland. The impact of the corona pandemic on the fuel market was neither foreseeable nor could it be planned. As a result, over a four-week period heating oil had to be used in the power plant as an additional fuel to ensure secure operation during the corona lockdown. This resulted in considerably higher heating oil consumption in 2020.

² 2020 rounded to one decimal place for the first time.

Key area: environment

Key performance indicator(s)	Unit	2018	2019	2020	2018 lfl	2019 lfl	GRI Standards
Energy consumption within the organisation (administrative offices)							
Fuel consumption from renewable sources ¹	MWh	436,872	319,500	433,688			302–1
Electricity consumption ²	MWh	56	57	450			
Heating energy consumption ²	MWh	1,004	1,019	1,852			
Electricity sold ³	MWh	95,307	70,820	100,908			
Heating sold ⁴	MWh	2,223	2,306	2,495			
Standards, methodologies, assumptions, and/or calculation tools used ⁵							
Source of the conversion factors used ⁶							
Energy consumption outside the organisation (housing portfolio)							
Total electricity consumption (communal areas) ⁷	MWh	21,268.7	20,690.5	–	20,840.9	20,181.2	302–2
Bergkamen	MWh	2,739.4	2,536.9	–	2,737.0	2,528.8	
Dortmund	MWh	2,965.9	3,104.2	–	2,954.9	3,063.0	
Duisburg	MWh	2,175.1	1,919.9	–	2,086.6	1,879.0	
Dusseldorf	MWh	4,330.5	4,340.6	–	4,330.5	4,328.9	
Gelsenkirchen	MWh	2,056.5	1,651.8	–	1,978.1	1,651.8	
Cologne	MWh	3,752.2	3,880.8	–	3,569.7	3,862.6	
Westphalia	MWh	3,249.1	3,256.3	–	3,184.1	2,867.1	

¹ As the proportion of total diesel/premium-grade fuel attributable to biodiesel/bioethanol cannot be determined, this is not reported separately here. Therefore, only the waste wood consumption of Biomasse Heizkraftwerk Siegerland is disclosed here.

² From 2020, all administration buildings were reported. Information was provided from eleven locations, both internally and externally rented properties. In previous years only consumption of the headquarters in Dusseldorf was reported.

³ This figure relates exclusively to the electricity fed into the public grid by Biomasse Heizkraftwerk Siegerland. In 2019, the co-generation plant was not in operation for almost three months due to a major overhaul of the turbines. As a result, electricity fed into the public grid in 2019 was considerably lower.

⁴ This figure relates exclusively to the district heating supplied by Biomasse Heizkraftwerk Siegerland.

⁵ Unless stated otherwise, the information relates to the whole year for the companies of the LEG Immobilien Group that hold personnel or properties and are directly or indirectly involved in the administration of LEG's residential real estate (incl. management companies).

⁶ In general, publicly accessible sources were used for the conversion factors; as a rule, the publications of or information from the Germany Federal Environment Agency were used.

⁷ The consumption figures relate largely to the electricity costs for the communal areas (e.g. stairwells) – not including large commercial properties – in relation to the portfolio properties of the fully consolidated portfolio companies as of 31 December 2019 and 31 December 2018. The volumes consumed in 2020 can be calculated only in the course of 2021 subsequent to the editorial deadline for this non-financial declaration. The figures do not include economic units consisting of mixed-use tenant privatisation rental properties and billing periods during the year. The tenants' electricity consumption volumes within their apartments (e.g. room lighting) are not included – these are billed directly to the tenants by the utilities. In 2019, electricity consumption was collected for approximately 97% of the portfolio (2018: 97%). Restricted comparability due to an adjustment of the calculation method. For 2018, the consumption figures were extrapolated from the booked costs on the basis of samples. The 2019 consumption figures are based partly on measured data and partly on extrapolations from the booked costs on the basis of samples. For the first time, all figures were reported on the basis of the new branch office structure.

Key area: environment

Key performance indicator(s)	Unit	2019	2020	GRI Standards
Energy consumption outside the organisation (housing portfolio)				
Total heating energy consumption (rental units) ¹	MWh	1,306,781.3	1,333,074.5	302–2
Of which natural gas	MWh	843,924.4	860,823.9	
Bergkamen	MWh	143,570.3	145,736.7	
Dortmund	MWh	105,488.3	105,729.5	
Duisburg	MWh	101,470.3	106,101.4	
Dusseldorf	MWh	118,919.8	119,481.5	
Gelsenkirchen	MWh	62,096.7	63,425.2	
Cologne	MWh	149,554.2	156,662.9	
Westphalia	MWh	162,824.8	162,634.8	
External management	MWh	–	1,052.0	
Of which heating oil	MWh	49,582.8	49,802.1	
Bergkamen	MWh	7,713.4	7,926.5	
Dortmund	MWh	4,532.8	4,559.9	
Duisburg	MWh	1,881.7	2,239.8	
Dusseldorf	MWh	6,708.0	6,758.0	
Gelsenkirchen	MWh	440.1	567.6	
Cologne	MWh	15,565.9	15,522.6	
Westphalia	MWh	12,740.8	12,134.2	
External management	MWh	–	93.5	
Of which district heating	MWh	371,254.0	380,955.0	
Bergkamen	MWh	58,071.3	59,561.9	
Dortmund	MWh	70,109.4	67,940.9	
Duisburg	MWh	25,046.9	27,745.0	
Dusseldorf	MWh	68,495.1	68,852.1	
Gelsenkirchen	MWh	70,256.8	71,168.7	
Cologne	MWh	23,177.9	27,706.1	
Westphalia	MWh	56,096.6	57,311.6	
External management	MWh	–	668.7	

¹ For 2019, for the first-time heating energy consumption was recorded in the context of an extensive climate/CO₂ footprint. In doing so, all residential units were included for the first time. For the KPI Building-Intensity, there was also a vacancy adjustment for the rental area. 81% of current data were determined, with the missing 19% extrapolated at property level on the basis of the Greenhouse Gas Protocol Standard (also with previous-year data, in line with the valid energy efficiency certificates or the building age cluster). In doing so, not only data provided by LEG was used, but also 23% of actual consumption was provided by utilities at property level. There was also a breakdown by energy type, so that it was also possible to determine a CO₂ footprint per energy type. At branch office level, the three main energy types of natural gas, heating oil and district heating are shown. There are also other heating types such as electricity and coal. As no energy data were yet available at the time the reporting for the 2020 financial year took place, the figures for 2020 were extrapolated on the basis of the 2019 data, adjusted for additions and disposals, i.e. taking account of LEG portfolio changes. In addition, many additions have not been allocated to a LEG branch office which manages rental agreements. As a result, many additions are still administered by external managers while the contracts are still in place or have not yet been terminated.

Key area: environment

Key performance indicator(s)	Unit	2018	2019	2020	2018 lfl	2019 lfl	GRI Standards
Energy consumption outside the organisation (housing portfolio)							
Building energy intensity ¹	kWh/m ² a	–	157.7	157.5	–	–	
Type and number of sustainability certification							
Percentage of residential buildings by energy efficiency certificates ²							
Energy efficiency level A+	%	0.02	0.09	0.07	–	–	
Energy efficiency level A	%	0.3	0.4	0.2	–	–	
Energy efficiency level B	%	1.8	1.7	2.7	–	–	
Energy efficiency level C	%	8.6	8.1	10.4	–	–	
Energy efficiency level D	%	23.5	23.8	25.1	–	–	
Energy efficiency level E	%	21.9	22.5	20.5	–	–	
Energy efficiency level F	%	19.6	18.6	16.9	–	–	
Energy efficiency level G	%	12.2	12.4	11.6	–	–	
Energy efficiency level H	%	12.0	12.5	12.5	–	–	
Water withdrawal by source (housing portfolio)³							
Total volume of water withdrawn	m ³	4,321,156.3	4,421,713.5	–	4,221,685.0	4,292,080.9	
Building water intensity	m ³ /m ²	1.1	1.1	–	1.1	1.1	

¹ For the first time, for 2019 and 2020, building energy intensity is determined from the LEG CO₂ footprint, with the entire heating energy consumption of all residential units being deployed, divided by the living space, but adjusted for the average vacancy level per building.

² Included are buildings with sustainability certificates and residential building energy clustering in line with the classification specifications of the legislator. Regarding sustainability certificates, reference is made to the energy efficiency certificates required pursuant to Germany's Energy Conservation Ordinance (EnEV) and the classification information applicable in this respect. All energy efficiency certificates for LEG's let property portfolio are included. Properties for which no energy efficiency certificate is required pursuant to EnEV (e.g. properties under heritage protection) and which are therefore not available, are not included. As in the previous year, non-residential buildings and properties sold are not included. The changes are the result of a large number of new or updated energy efficiency certificates (approx. 2,600 in 2020), so that the modernisation measures implemented in recent years are now also reflected in the efficiency classes of the energy efficiency certificates.

³ Only water withdrawal (fresh water consumption) by municipal water supply companies and other public or private waterworks is presented here, as other sources are not relevant. The water consumption volumes are based on fully consolidated rental properties (commercial, residential) as of 31 December 2019 and 31 December 2018 for which the item cold and/or hot water was recorded or allocated to the tenants separately from waste water on the basis of their consumption, as part of integrated billing. This related to 61,065 residential and commercial properties in 2019 (2018: 59,450). Volumes consumed in billing periods during the year and volumes which are attributable to LEG large commercial units are not taken into account. The figures additionally do not include the volumes of water consumed by economic units consisting of mixed-use tenant privatisation rental properties. The like-for-like analysis encompasses 58,250 rental properties. The volumes consumed in 2020 can be calculated only in the course of 2021 subsequent to the editorial deadline for this sustainability report.

Key area: environment

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Total direct greenhouse gas (GHG) emissions (Scope 1)					
Administrative offices					305-1
Gross direct (Scope 1) emissions in metric tons of CO ₂ equivalent ¹	t CO ₂ e	886	696	2,424	
Biogenic CO ₂ -emissions in metric tons of CO ₂ -equivalent ²	t CO ₂ e	55,203	41,268	56,954	
Total direct greenhouse gas (GHG) emissions (Scope 1)					
Housing portfolio					305-1
Gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent ³	t CO ₂ e	–	191,963	196,144	
Biogenic CO ₂ -emissions in metric tons of CO ₂ -equivalent ⁴	t CO ₂ e	–	–	–	
Energy indirect (Scope 2) GHG emissions					
Administrative offices					305-2
Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent ⁵	t CO ₂ e	245	249	323	
Energy indirect (Scope 2) GHG emissions					
Housing portfolio					305-2
Gross location-based energy indirect (Scope 2) GHG emissions for communal areas (electricity only) in metric tons of CO ₂ -equivalent ⁶	t CO ₂ e	10,081	1,244	–	
Gross location-based energy indirect (Scope 2) GHG emissions for rental units (heating energy only) in metric tons of CO ₂ equivalent ⁷	t CO ₂ e	–	112,425	114,887	
Waste by type and disposal method					
Administrative offices					
Total weight of hazardous waste ⁸	t	–	–	–	
Total weight of non-hazardous waste ⁹	t	77.3	77.3	164	

¹ Figures relate exclusively to the aforementioned energy consumption volumes. Only CO₂ emissions were considered in the calculation of GHG emissions. In general, publicly accessible sources were used for the conversion factors. The CO₂ emission figures for fleet vehicles and company cars were supplied directly by the billing company. Business trips taken for LEG by LEG employees in their own vehicles are not included. In 2019 the Siegerland biomass co-generation plant was not in operation for almost three months due to a major overhaul of the turbines. As a result, in 2019 the GHG emissions were lower than in the previous year. In 2020, heating oil was used as an additional fuel in the Biomasse Heizkraftwerk Siegerland. Thus THG emissions in 2020 were correspondingly high. In addition, in 2020 for the first-time emissions are included which result from the gas consumption of the administration buildings.

² The CO₂-emissions equivalent for electricity generation and district heating is taken into account, less the direct CO₂-emissions caused by heating oil combustion for Biomasse Heizkraftwerk Siegerland. In 2019, the co-generation plant was not in operation for almost three months due to a major overhaul of the turbines. As a result biogenic CO₂ emissions in 2019 were lower.

³ For 2019 and 2020, for the first time THG emissions were calculated on the basis of the LEG CO₂ footprint. To do this the actual consumption figures were determined for all residential units and when these were not available (approx. 19%) extrapolated on the basis of the Greenhouse Gas Protocol Standard. Consumption was determined in line with the type of energy, so that there could be a conversion in CO₂ equivalents per energy type on the basis of the conversion factor provided in the BAFA information leaflet.

⁴ Due to the selective use of renewable energies, there are no significant CO₂ equivalents for biogenic CO₂ emissions.

⁵ In 2018 and 2019, emissions were reported only for the headquarters in Düsseldorf. In 2020, emissions were recorded for all administrative buildings. In general, publicly accessible sources were used for the conversion factors.

⁶ Figures relate exclusively to the aforementioned energy consumption volumes. In general, publicly accessible sources were used for the conversion factors, in particular the German Federal Environment Agency publication "Development of the Specific Carbon Dioxide Emissions of the German Electricity Mix between 1990 and 2019". In 2019, emissions were considerably reduced by the transition of a large part to electricity from renewable energies (obtaining certifications of origin).

⁷ For 2019 and 2020, for the first time THG emissions were calculated on the basis of the LEG CO₂ footprint. To do this the actual consumption figures were determined for all residential units and when these were not available (approx. 19%) extrapolated on the basis of the Greenhouse Gas Protocol Standard. Consumption was determined in line with the type of energy, so that there could be a conversion in CO₂ equivalents per energy type on the basis of the conversion factor provided in the BAFA information leaflet.

⁸ Hazardous waste is generated in the course of renovating and modernising buildings and apartments. However, the exact volume is not recorded, as LEG has such little economic, legal, organisational or any other influence over the waste-generating activities of its contractor that LEG does not qualify as the waste generator within the meaning of waste legislation.

⁹ From 2020, all administration buildings were reported. Information was provided from eleven locations, both internally and externally rented properties.

Key area: environment

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Waste by type and disposal method					
Housing portfolio					
Total weight of hazardous waste ¹		–	–	–	
Total weight of non-hazardous waste ²					
Residual waste	t	18,074.1	17,126.8	17,959.4	
Recyclable materials (lightweight packaging, Green Dot materials)	t	1,811.7	1,740.2	1,885.9	
Paper, card, cardboard packaging	t	7,335.8	7,188.9	8,585.9	
Biodegradable waste	t	919.0	916.4	1,109.5	
Total weight of hazardous and non-hazardous waste ³	–	–	–	–	

¹ Hazardous waste is generated in the course of renovating and modernising buildings and apartments. However, the exact volume is not recorded, as LEG has such little economic, legal, organisational or any other influence over the waste-generating activities of its contractor that LEG does not qualify as the waste generator within the meaning of waste legislation.

² Data of a service provider that acts as the waste manager for approximately a third of LEG's total portfolio is reported. This company managed approximately 29% (41,805 rental properties) of the LEG portfolio in 2020 (2019: approximately 29% or 39,141 rental properties). The volumes of the waste containers provided by LEG were assessed. These volumes do not correspond to the waste containers' actual filled volumes. Additionally, these figures do not correspond to the actual volume of waste generated as a proportion of the waste is disposed of in public containers (for example, public waste paper containers). The volumes are converted into weights based on general conversion factors for the various types of waste. 10% was added to these conversion factors across the board as the waste containers hold an above-average volume of waste due to the service provider's active waste management. Biodegradable waste is not included as there is no active waste management in this area (conversion factors – residual waste: 0.11 t/m³; recyclable materials: 0.033 t/m³; paper, card, cardboard packaging: 0.22 t/m³; biodegradable waste: 0.25 t/m³).

³ N.a., as there is no data for hazardous waste.

Key area: society

Key performance indicator(s)	Unit	2018	2019	2020	GRI Standards
Operations with local community engagement, impact assessments, and development programs¹					
Branches that implemented neighbourhood measures in the reporting period	%	100	100	100	413–1
Neighbourhood measures implemented	Number	approx. 156	approx. 123	approx. 52	
Percentage of cooperation measures	%	31	47	n. a.	
Percentage of cooperations with local communities	%	8	10	n. a.	

¹ In the year under review, due to corona, there were fewer neighbourhood measures than in previous years. The measures realised were in line with corona regulations. Normally LEG differentiates between the number of cooperation measures and the percentage of cooperations with local communities. Due to corona, this was not possible in the year under review. As a substitute for the cancelled neighbourhood measures, LEG realised measures via the independent LEG NRW Tenant Foundation.

GRI Content Index

In the following GRI content index, we list all the GRI Standards applied and cross-reference the sections of the report in which the corresponding details can be found. **GRI 102-55**

GRI Standard	Reference/explanation	Omission
Allgemeine Angaben		
GRI 102: General disclosures 2016		
102-1 Name of the organisation	Company profile, p. 8	
102-2 Activities, brands, products, and services	Company profile, p. 8	
102-3 Location of headquarters	Company profile, p. 8	
102-4 Location of operations	Company profile, p. 8	
102-5 Ownership and legal form	Company profile, p. 8	
102-6 Markets served	Company profile, p. 8	
102-7 Scale of the organisation	Key performance indicators business management area of action, p. 47	
102-07 CRE supplement	In terms of strategy, LEG sees itself in a portfolio maintenance role, though growth may come about both organically and from external sources, e. g. through acquisitions as defined in LEG's purchasing criteria. New builds and other investment alternatives are given equal consideration. The specific challenges of a new build project (e. g. cost risk, time risk, risk of bankruptcy on the part of business partners, quality risks) are taken into account before an investment decision is made. Through the use of appropriate specialist expertise, competences and organisational structures, provisions have been made to mitigate the specific risks of new build projects. In particular, new build projects on existing portfolio lots, redensification measures and project development are attractive for LEG from an economic standpoint.	
102-8 Information on employees and other workers	Key performance indicators employees area of action, p. 49	
102-9 Supply chain	Company profile, p. 8	
102-10 Significant changes to the organisation and its supply chain	There are no changes to be reported.	
102-11 Precautionary principle or approach	We are monitoring the current course of scientific discussion and orient our entrepreneurial decisions on these developments. Nonetheless, the precautionary principle is at this time not yet integrated into all corporate decision making.	
102-12 External initiatives	Sustainability mission statement and strategy, p. 12	

GRI Standard	Reference/explanation	Omission
General disclosures		
102-13 Membership of associations	<p>LEG Group is a member of the following associations and societies which are important for the property business:</p> <ul style="list-style-type: none"> • AGV Arbeitgeberverband der Deutschen Immobilienwirtschaft e. V. • AGW Arbeitsgemeinschaft großer Wohnungsunternehmen • Bundesverband der Unternehmensjuristen e. V. • Bundesverband deutscher Stiftungen e. V. • DESWOS Deutsche Entwicklungshilfe für soziales Wohnungs- und Siedlungswesen e. V. • Deutscher Verband für Wohnungswesen, Städtebau und Raumordnung e. V. • DIIR Deutsches Institut für Interne Revision e. V. • EPRA European Public Real Estate Association • Förderer des Fachbereichs Wirtschaftswissenschaften der Hochschule Düsseldorf e. V. • Förderverein für die Aus- und Fortbildung im EBZ e. V. • GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e. V. • Gesellschaft der Freunde und Förderer des InWIS e. V. • Gesellschaft zur Förderung der Forschung auf dem Gebiet des Siedlungs- und Wohnungswesens e. V. • Grüner Wirtschaftsdialog e. V. • Initiative Corporate Governance • Initiativkreis Ruhr • Landeskuratorium NRW des Stifterverbandes über Stifterverband für die Deutsche Wirtschaft e. V. • Stifterverband für die deutsche Wissenschaft e. V. • VdW Verband der Wohnungs- und Immobilienwirtschaft Rheinland Westfalen e. V. • ZIA Zentraler Immobilien Ausschuss e. V. 	
102-14 Statement from senior decision-maker	Foreword by the Management Board, p. 6	
102-16 Values, principles, standards, and norms of behaviour	Sustainability mission statement and strategy, p. 12	
102-18 Governance structure	Sustainability management and governance structures developed further, p. 10	
102-40 List of stakeholder group	Survey to analyse stakeholder interests, p. 9	
102-41 Collective bargaining agreements	Key performance indicators employees area of action, p. 49	
102-42 Identifying and selecting stakeholders	Survey to analyse stakeholder interests, p. 9	
102-43 Approach to stakeholder engagement	Survey to analyse stakeholder interests, p. 9	
102-44 Key topics and concerns raised	Survey to analyse stakeholder interests, p. 9	
102-45 Entities included in the consolidated financial statements	About this report, p. 4	
102-46 Defining report content and topic boundaries	Survey to analyse stakeholder interests, p. 9	
102-47 List of material topics	Graphic "List of key areas", p. 10	
102-48 Restatements of information	No restatements	
102-49 Changes in reporting	No restatements	
102-50 Reporting period	About this report, p. 4	
102-51 Date of most recent report	May 2021	
102-52 Reporting cycle	About this report, p. 4	
102-53 Contact point for questions regarding the report	Contact details and imprint, p. 76	
102-54 Claims of reporting in accordance with the GRI Standards	About this report, p. 4	
102-55 GRI content index	GRI content index, p. 58 ff.	
102-56 External assurance	No external audit of this Sustainability Report 2020; audit with limited assurance of the non-financial report in the annual report, see Annual Report 2020, p. 205 f.	

GRI Standard	Reference/explanation	Omission
Material topics		
Economic performance		
GRI 103: Management approach 2016	Annual Report 2020 (www.leg-wohnen.de/fileadmin/dateien/02_Unternehmen/Presse/Geschaeftsbericht/LEG_GB_2020_e.pdf)	
103-1 Explanation of the material topic and its boundary		
103-2 The management approach and its components		
103-3 Evaluation of the management approach		
GRI 201: Economic performance 2016		
201-1 Direct economic value generated and distributed	Key performance indicators business management area of action, p. 47	
Indirect economic impacts		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary		Compliance safeguards value added, p. 17
103-2 The management approach and its components		
103-3 Evaluation of the management approach		
GRI 203: Indirect economic impacts 2016		
203-1 Infrastructure investments and services supported	Compliance – Good governance and compliance, p. 17; Innovative services within neighbourhoods, p. 24 ff.; Dedication to liveable neighbourhoods, p. 41 ff.	
Anti-corruption		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	Compliance safeguards value added, p. 17	
103-2 The management approach and its components	Compliance management system manages goals and measures, p. 18; Transparency in all business processes, p. 20	
103-3 Evaluation of the management approach	ICG certification, p. 19; Investigating violations and taking countermeasures, p. 19 f.	
GRI 205: Anti-corruption 2016	Business Management action area, p. 18 f.; Key performance indicators business management area of action, p. 47	
205-2 Communication and training on anti-corruption guidelines and processes	Compliance training: Knowledge equals prevention, p. 19 f.	
205-3 Confirmed incidents of corruption and actions taken	Key performance indicators business management area of action, p. 47 f.	
Anti-competitive behaviour		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	Compliance safeguards value added, p. 17	
103-2 The management approach and its components	Compliance management system manages goals and measures, p. 18; Transparency in all business processes, p. 20	
103-3 Evaluation of the management approach	Compliance management system manages goals and measures, p. 19	
GRI 206: Anti-competitive behaviour 2016	Compliance management system manages goals and measures, p. 19; Key performance indicators business management area of action, p. 48	
206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Compliance management system manages goals and measures, p. 18; Key performance indicators business management area of action, p. 48	

GRI Standard	Reference/explanation	Omission
Energy		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	Focus on energy efficiency and emissions reduction in our residential portfolio, p. 34 f.	
103-2 The management approach and its components	Investment programme for energy modernisation, p. 34; Making good progress toward target attainment, p. 35 ff.	
103-3 Evaluation of the management approach	Focus on energy efficiency and emissions reduction in our residential portfolio, p. 34	
GRI 302: EEnergy 2016	Key performance indicators environment area of action, p. 52 f.	
302-1 Energy consumption within the organisation	Key performance indicators environment area of action, p. 52 f.	
302-2 Energy consumption outside of the organisation	Key performance indicators environment area of action, p. 52 f.	
GRI CRE 1		
Building Energy Intensity		
Type and number of sustainability certification, rating and labeling schemes for new construction, management, occupation and redevelopment		
GRI CRE 8		
Emissions		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	Focus on energy efficiency and emissions reduction in our residential portfolio, p. 34 f.	
103-2 The management approach and its components	Investment programme for energy modernisation, p. 34; Making good progress toward target attainment, p. 35 ff.	
103-3 Evaluation of the management approach	Focus on energy efficiency and emissions reduction in our residential portfolio, p. 34	
GRI 305: Emissions 2016	Key performance indicators environment area of action, p. 56	
305-1 Direct (Scope 1) GHG emissions	Key performance indicators environment area of action, p. 56	
305-2 Energy indirect (Scope 2) GHG emissions	Key performance indicators environment area of action, p. 56	
GRI CRE 3		Cannot be reported at this time.
Greenhouse gas intensity from buildings		
Environmental compliance		
GRI 103: Management approach 2016	Compliance safeguards value added, p. 17	
103-1 Explanation of the material topic and its boundary	Compliance management system manages goals and measures, p. 18; Transparency in all business processes, p. 20	
103-2 The management approach and its components	Compliance management system manages goals and measures, p. 18	
103-3 Evaluation of the management approach	Compliance management system manages goals and measures, p. 18	
GRI 307: Environmental compliance 2016		
307-1 Non-compliance with environmental laws and regulations	Compliance management system manages goals and measures, p. 19; Key performance indicators business management area of action, p. 48	

GRI Standard	Reference/explanation	Omission
Employment		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	LEG offers a wide variety of employment relationships and training opportunities, p. 27	
103-2 The management approach and its components	HR Strategy 2025 sets framework for sustainable HR management, p. 27 f., Employee health and safety, p. 30 f.	
103-3 Evaluation of the management approach	HR Strategy 2025 sets framework for sustainable HR management, p. 30	
GRI 401: Employment 2016		
401-1 New employee hires and employee turnover	HR Strategy 2025 sets framework for sustainable HR management, p. 28 f.; Key performance indicators employees area of action, p. 49	A breakdown of the information by age and gender is not currently possible.
Vocational and professional training		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	LEG offers a wide variety of employment relationships and training opportunities, p. 27	
103-2 The management approach and its components	HR Strategy 2025 sets framework for sustainable HR management, p. 27 f.; Safety and health of employees, p. 30 f.	
103-3 Evaluation of the management approach	HR Strategy 2025 sets framework for sustainable HR management, p. 29	
GRI 404: Training and education 2016		
404-1 Average hours of training per year per employee	Key performance indicators employees area of action, p. 50	A breakdown of the information by gender and type of employee is not currently possible.
404-3 Percentage of employees receiving regular performance and career development reviews		
Diversity and equal opportunity		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	LEG offers a wide variety of employment relationships and training opportunities, p. 27 ff.; Effectiveness of measures is reviewed externally, p. 33	
103-2 The management approach and its components	General statement on respecting human rights, p. 20; Effectiveness of measures is reviewed externally, p. 30	
103-3 Evaluation of the management approach		
GRI 405: Diversity and equal opportunity 2016		
405-1 Diversity of governance bodies and employees	Key performance indicators employees area of action, p. 51 f.	
405-2 Ratio of basic salary and remuneration of women to men	Due to an existing collective bargaining agreement, there are no differences in remuneration for female and male employees.	

GRI Standard	Reference/explanation	Omission
Non-discrimination		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	LEG offers a wide variety of employment relationships and training opportunities, p. 27	
103-2 The management approach and its components	HR Strategy 2025 sets framework for sustainable HR management, p. 27 f.; Employee health and safety, p. 30 f.	
103-3 Evaluation of the management approach	HR Strategy 2025 sets framework for sustainable HR management, p. 30	
Non-discrimination		
GRI 406: Non-discrimination 2016		
406-1 Incidents of discrimination and corrective actions taken	No instances of discrimination came to light during the reporting period.	
Local communities		
GRI 103: Management approach 2016	Strengthening social cohesion within neighbourhoods, p. 39	
103-1 Explanation of the material topic and its boundary	Neighbourhood management promotes local integration, p. 40 f.; Dedication to liveable neighbourhoods, p. 41 f.	
103-2 The management approach and its components	Neighbourhood management promotes local integration, p. 40	
103-3 Evaluation of the management approach	Neighbourhood management promotes local integration, p. 40	
GRI 413: Local communities 2016		
413-1 Operations with local community engagement, impact assessments, and development programs	Neighbourhood management promotes local integration, p. 40; Key performance indicators: society area of action, p. 57	The presentation of LEG's neighbourhood measures only partially satisfies the requirements of the disclosure.
Societal challenges and liveable environment (no topic-specific GRI Standard available)		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	Strengthening social cohesion within neighbourhoods, p. 39	
103-2 The management approach and its components	Neighbourhood management promotes local integration, p. 40 f.; Dedication to liveable neighbourhoods, p. 41 f.	
103-3 Evaluation of the management approach	Neighbourhood management promotes local integration, p. 40	
Customer health and safety		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	Customer focus as the basis for LEG's success, p. 21	
103-2 The management approach and its components	Systematic management of customer services and safety, p. 21 f.; Innovative services and programmes within neighbourhoods, p. 24 f.	
103-3 Evaluation of the management approach	Systematic management of customer services and safety, p. 21	
GRI 416: Customer health and safety 2016		
416-1 Assessment of the health and safety impacts of product and service categories	Systematic management of customer services and safety, p. 21; Key performance indicators: tenants area of action, p. 48	

GRI Standard	Reference/explanation	Omission
Customer privacy		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	Customer focus as the basis for LEG's success, p. 21	
103-2 The management approach and its components	Systematic management of customer services and safety, p. 21 f.; Innovative services and programmes within neighbourhoods, p. 24 f.	
103-3 Evaluation of the management approach	Systematic management of customer services and safety, p. 21 f.	
GRI 418: Customer privacy 2016		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Systematic management of customer services and safety, p. 21; key performance indicators: tenants area of action, p. 48	
Tenant satisfaction (no topic-specific GRI Standard available)		
GRI 103: Management approach 2016		
103-1 Explanation of the material topic and its boundary	Customer focus as the basis for LEG's success, p. 21	
103-2 The management approach and its components	Systematic management of customer services and safety, p. 21 f.; Innovative services and programmes within neighbourhoods, p. 24 f.	
103-3 Evaluation of the management approach	Systematic management of customer services and safety, p. 21 ff.	
Socioeconomic compliance		
GRI 103: Management approach 2016	Compliance safeguards value added, p. 17	
103-1 Explanation of the material topic and its boundary	Compliance management system manages goals and measures, p. 18; Transparency in all business processes, p. 20	
103-2 The management approach and its components	Compliance management system manages goals and measures, p. 18	
103-3 Evaluation of the management approach	Compliance management system manages goals and measures, p. 18	
GRI 419: Socioeconomic compliance 2016		
419-1 Non-compliance with laws and regulations in the social and economic area	Compliance management system manages goals and measures, p. 18; Key performance indicators business management area of action, p. 48	

EPRA Reporting: General Recommendations and Performance Report

Introduction

Company profile

LEG Immobilien SE is a housing company focusing on the housing market of the economically strong state of North Rhine-Westphalia and its neighbouring federal states. Our portfolio comprises around 145,000 rental properties (approximately 400,000 tenants) with an average apartment size of 64 square metres and 1,300 commercial units. Our focus is on affordable housing, and our units help to meet the demand generated by the rapid rise in the number of smaller households that are typical for our market.

Our core business is the management and development of our own residential portfolio. Development also includes the expansion of the portfolio through value-adding acquisitions and the selective construction of new residential properties. The business model is also being actively expanded to include innovative services and new revenue models.

Headquartered in Düsseldorf, the Group had around 1,600 employees in 2020. Our properties are held by a number of subsidiaries.

Since 2017, we have been reporting our performance in the areas of society and the environment and continuously expanding the scope of indicators and properties included in our reporting. We are a member of EPRA and prepare our reports on the environment and society in accordance with the EPRA's Best Practice Recommendations on Sustainability Reporting. Our report is divided into two sections:

1. General Recommendations
2. Performance Report

1. General Recommendations

System boundaries

We have selected operational control as the criterion for defining our system boundaries. Reporting therefore covers only the properties over which we have operational control, and the utility services that we source directly as a landlord for communal areas, central services or rental areas. The only exception is the collection of heating energy data. In the reporting year, data on heating energy was collected for all rented properties (data collection: 81%) or projected (19%) for the first time for 2019 > [see also Environment action area, page 36](#). For the individual performance indicators, the following share of the property portfolio is within our system boundaries:

- Electricity: We are responsible for the purchasing/settlement of all shared electricity consumed in the property portfolio under our management.
- Fuels, district heating and district cooling: We are responsible for the purchasing/settlement of all fuels or district heating for around 58% of the property portfolio under our management (2019 and 2020). Furthermore, we requested and collected around 23% actual data from third-party utilities for 2019. Around 18% of the remaining missing data was calculated using projections based on the energy certificates and around 1% based on the building age cluster > [see also from page 55](#).
- Water: We are responsible for the purchasing/settlement of all water consumed in the property portfolio under our management.
- Waste: We are responsible for the removal and disposal of the waste generated by the rental properties for the entire property portfolio under our management.

- Employees: The reporting relates to all persons employed directly by LEG, including its wholly owned subsidiaries LEG Wohnen NRW (which is responsible for the operations management of our properties) and LEG Management (which monitors all corporate governance areas). Employees at joint ventures, such as TechnikServicePlus (TSP), are partially excluded as they are not fully under our operational control.

- Site health and safety and community betterment: In all the properties under our management, we are responsible for performing health and safety inspections, for compliance with regulations and for the betterment of the community.

- The governance data relate to LEG's Supervisory Board and its Management Board.

Data collection

Unless stated otherwise, the absolute performance indicators for fuel consumption, district heating and district cooling, building certification, site health and safety and community betterment relate to 100% of the apartments that fall within the system boundaries defined above.

The data collected for electricity consumption relate to 98% of the apartments within our system boundaries (2019: 98%).

The water data collected relate to 45% of the apartments within our system boundaries. The other 55% are excluded as we have no consumption data for them.

The waste data collected relate to 29% of the property portfolio under our management. For these apartments, we use our own service provider that is entrusted with waste management and collects data on the waste volumes generated. These data are then converted into tonnes using a conversion factor > [see page 38](#).

Estimates of utility services billed to the lessor

The data on electricity and water for 2020 are entirely estimated as the actual consumption data were not yet available by the editorial deadline. These estimates were made by calculating the absolute data and consumption indicators on the basis of the consumption data for 2019 and extrapolating this in line with the changes in the number of apartments and floor area within the system boundaries.

The estimates for 2019 used in the previous year were replaced by the actual consumption data for 2019.

The data for heating and fuels for 2020 are based partly on readings and partly on estimates. The estimates were made on the following basis: Results of the 2019 carbon footprint, less disposals, plus additions, taking into account new energy certificates for the share of around 18% extrapolated data.

The waste data are reported by a service provider that operates as the waste manager for around 29% of our property portfolio. The combined volumes of the waste containers provided for these properties by LEG were analysed. These volumes are not always the same as the waste containers' actual fill volumes. Also, these figures do not add up to the actual volume of waste at these properties, as some of the waste is disposed of in public containers which are emptied directly by the local council.

The volumes collected in the waste containers provided by LEG are converted into tonnes using general conversion factors for the various types of waste. These conversion factors were marked up by 10% as the waste containers hold an above-average volume of waste (except organic waste) thanks to the service provider's active waste management. Conversion factors: residual waste: 0.11 t/m³; recyclable materials: 0.033 t/m³; paper, card, cardboard packaging: 0.22 t/m³; organic waste: 0.25 t/m³).

Boundaries – Reporting on consumption billed to the lessor and the tenant

The data for electricity and water relate only to the consumption (based on metre readings and bills) that we purchase as the lessor for communal areas/central services or private apartments (and which is subsequently billed to the tenants). Data that are billed to tenants directly (i. e. bills that tenants receive directly from their provider) have not been taken into account.

Analysis – standardisation

We have calculated the consumption indicators on the basis of floor area (square metres) for entire buildings, including rental apartments. We are aware that our method for calculating consumption indicators has a discrepancy between the numerator and denominator, as we receive electricity bills only for communal areas, but the bills for fuel, district heating, district cooling and water consumption for communal areas/central services and rental areas (it is not possible to separate these consumption data).

Performance indicators for health and safety are calculated using the following formulae:

- Injury rate = number of reported injuries/total number of work days
- Work loss rate = number of work days lost (from three and upwards) due to workplace injury/total number of work days
- Absence rate = number of days missed due to illness/total number of work days

Analysis – segment analysis (by property type, geographical location)

The segment analysis is based on the property classification used in our financial report (see 2020 annual report). Our investment portfolio comprises around 145,000 apartments and 1,300 commercial units.

In our segment analysis, we do not distinguish between residential and commercial units as they are located in the same buildings and therefore the consumption billed to the lessor cannot be separated.

A further segment analysis by geographical location is not relevant as our apartments are all in North Rhine-Westphalia and its neighbouring states, and are therefore in the same climate zone.

Period of reporting

Absolute performance indicators and consumption indicators relate to the last reporting year (2020). Like-for-like analysis of the performance indicators for electricity and water relates to the last two years for which we were able to collect actual consumption data (2019 and 2018). As we only use actual consumption data, we can analyse the effects of efficiency improvements in our like-for-like portfolio, which would not be possible with estimated data. For further information, see "Estimates of utility services billed to the lessor".

However, the like-for-like analysis for waste relates to the years 2020 and 2019 as the corresponding waste volumes are available for these years.

Heating energy was also analysed on a like-for-like basis for 2020 and 2019.

Information on administrative buildings

All administrative buildings are reported from the 2020 calendar year onwards. Information was provided from eleven locations, both internally and externally rented properties. Consumption data for the head office in Düsseldorf is shown for the previous years (2018 and 2019). The data for 2019 are estimates. The figures for 2018 and 2020 reflect the actual consumption.

Data are recorded for 100 % of our space and all available consumption data are reported.

The combined volumes of the waste containers were analysed to calculate the waste quantities. These volumes are not always the same as the waste containers' actual fill volumes. The volumes are converted into tonnes using general conversion factors for the various types of waste.

Data review and quality assurance

All data calculated are checked for consistency and coherence before being added to the reporting database. There is no external review or quality assurance at this time.

Performance Report

Environment action area

Energy consumption and emissions

Only limited comparisons are possible owing to the new approach for heating energy in 2019 and 2020. The portfolio was standardised, i. e. data were averaged for the locations that were contained in the portfolio in both years, taking into account the changes in energy certificates for the projected properties. Moving ahead, it is planned that the energy savings from modernisation projects as calculated by engineering firms will be taken into account in extrapolating data for the reporting year. This was not possible for 2020 as the method was changed during the year.

Electricity comparability is also limited due to an adjustment of the calculation method. For 2018, the consumption figures were extrapolated from the costs posted on the basis of samples. The 2019 consumption figures are based partly on measured data and partly on extrapolations from the costs posted on the basis of samples.

The energy consumption billed to the lessor rose across the property portfolio as a whole in 2020 due to additions to the portfolio: Electricity consumption billed to the lessor increased by 7.81 %, with increases of 2.61 % and 1.92 % in fuel and district heating consumption billed to the lessor. By contrast, the energy consumption indicator for our property portfolio declined slightly by -0.19 % as against 2019.

Scope 1 emissions increased accordingly by 2.18 % as a result of fuel consumption while Scope 2 emissions, which include emissions from boilers operated by third parties at our sites, rose by 2.25 %. Based on the consumption indicator, Scope 1 and Scope 2 emissions were stable at 36.9 per kg CO₂e/m²/year.

In the like-for-like analysis (calculated for electricity on the basis of the actual consumption data between 2019 and 2018), the energy consumption indicator for electricity declined by 3.15 %. The new energy certificates allowed the detection of slight reductions in heating energy consumption for the extrapolated locations, of approximately 1 % each for district heating and fuels.

Like-for-like, GHG emissions were down by 89.44 % for Scope 2 emissions. This essentially results from the conversion of a large share of electricity to renewable sources (acquisition of proof of origin). The consumption indicator thus declined by 89.26 %.

Scope 1 emissions declined accordingly by 1.09 % as a result of fuel consumption and Scope 2 emissions for heating energy were reduced by 0.92 %. Based on the consumption indicator, this development in Scope 1 and Scope 2 emissions per kg CO₂e/m²/year also shows a decline of 1.02 %.

Further information on our measures to reduce energy consumption and GHG emissions in our portfolio can be found from [> page 56, Environment action area](#) in our sustainability report.

Water

Absolute water consumption increased by 7.81 % as against 2019 in 2020. Like-for-like, consumption was up by 1.67 % between 2018 and 2019. Despite this increase, the water consumption indicator for our property portfolio remained largely unchanged in both the absolute and the like-for-like analysis. All water comes from the municipal water supply.

Further information on our measures in relation to water consumption in our property portfolio can be found on [> page 38](#) of our sustainability report.

Waste disposal

The total weight of waste collected in the 29 % of apartments for which we collect data fell by 9.5 % between 2019 and 2020. 61 % of this is residual waste, of which only a small amount is sent to landfill, while the majority of what remains is burnt for energy recovery in waste incinerators. Like-for-like, the total weight of waste collected in the 29 % of apartments for which LEG was able to gather corresponding data rose by 1.27 % between 2019 and 2020.

The relatively low level of data available for waste data and the calculation methods used make it difficult to draw conclusions concerning our overall performance. Nonetheless, we are using various measures to reduce the waste volume. Further information on this can be found on [> page 72](#) of our sustainability report.

Building certification

Building certification relates to energy certificates currently available for 99 % of our property portfolio (based on floor area). The majority of individual apartments (87 %) have an energy efficiency certificate in the efficiency classes D to H, which is due to the relatively high age of our buildings. A slight improvement has been achieved in our property portfolio since 2018 thanks to the ongoing energy modernisation programme. Further information on this can be found on [> page 34](#) of our sustainability report.

Society action area

Diversity

LEG makes efforts to ensure a balanced workforce structure and gender equality. Around 36 % of our direct employees and around 22 % of our managers (22 % in 2019) are women. The ratio of the basic salary and remuneration of women to the basic salary and remuneration of men in relation to all employees is 92 %; at management level the figure is 94.7 %. The differences relate exclusively to length of service and seniority.

Further information on our diversity approach can be found on [> page 33](#) of our sustainability report.

Training and continuing professional development

LEG actively promotes initial and further training, and supports its employees' continuing professional development. In 2020, each employee completed an average of 13.5 hours of training on various compliance and professional issues and on development options. Around 83 % of employees also took part in an annual professional development interview. These interviews take the form of a dialogue between employees and managers, and provide an insight into the employee's skills and knowledge. Employees are also given the opportunity to talk with their supervisors about any support they would like, how satisfied they are in their work and how they would like to continue developing within the company.

Further information on our approach to employee training and continuing professional development can be found on [> page 29](#) of our sustainability report.

Fluctuation

176 new employees were hired in 2020, corresponding to a new hire rate of 15.5 %. At the same time, 85 employees left the company, which translates into a fluctuation rate of 7.5 %. Further information on initiatives in relation to our employees in the areas of employee engagement, satisfaction and retention can be found from [> page 27](#) of our sustainability report.

Health and safety

Given the type of work, LEG classifies the risk in the area of employee health and safety as low in general. This was confirmed by an injury rate of 0.004 % in 2020 and work loss rate of 0.05 %. The most frequent reason for time off is illness. We had an absence rate of 4.9 % in 2020.

LEG systematically and comprehensively guarantees site safety, using both its own employees and service providers who inspect and check buildings and facilities. Around 99.8 % of our property portfolio underwent such a health and safety review in 2020. Tradesmen were booked immediately if there were any reports, defects or accident risks. After work was completed, it was checked and documented that the problems had been resolved.

Further information on our approach to employee and tenant health and safety can be found on [> pages 23 and 30](#) of our sustainability report.

Community betterment

In 100 % of the property portfolio under our management, we organise community activities, which meant special challenges in the 2020 reporting year on account of the coronavirus pandemic. These activities include a wide range of measures aimed at

enhancing tenant satisfaction, promoting social cohesion, encouraging people to be good neighbours, boosting local communities and responding to social challenges. In 2020, LEG organised around 50 activities across all seven of its branches in spite of the coronavirus pandemic.

Further information on our approach and examples of the many initiatives that we carried out in our property portfolio in 2020 can be found from [> pages 39 and 41](#) of this report.

Governance

Extensive background information on our governance performance indicators, a profile of the Supervisory Board and a description of our nomination processes and the way we handle potential conflicts of interest can all be found on [page 34 of our annual report](#).

Mr Michael Zimmer, as the Chairman of LEG's Supervisory Board has extensive social commitments and has initiated or himself founded various foundations. Mr Zimmer is the Chairman of the Board of Trustees of these foundations: Your Home Helps – Foundation of the LEG Immobilien Group [dein-zuhause-hilft.de](#), CORNELIUS – Foundation for the Children of Addict Parents [www.cornelius-stiftung.de](#), Der bewohnte Garten – Foundation for the Promotion of Contemporary Art [www.derbewohntegarten.de](#). He is therefore an expert in the areas of the environment and society.

Disclosure of EPRA performance indicators for sustainability

The EPRA performance indicators for sustainability for our property portfolio and management can be found in the tables from [> pages 71 and 73](#) of this report.

EPRA Sustainability Performance Measures (Social and Governance)

EPRA Code	EPRA Name	Unit of measure	Indicator	2018	2019	2020
Social – Diversity						
Diversity-Emp	Employee gender diversity	%	of female board members	12.5	12.5	20.0
		%	of female senior management members	18.8	22.2	21.4
		%	of female all employees	47.2	46.3	35.5
Diversity-Pay	Gender pay ratio	%	Ratio of basic salary and remuneration of women to men (board) ¹	78.7	77.6	76.9
		%	Ratio of basic salary and remuneration of women to men (senior management)	81.6	92.9	94.7
		%	Ratio of basic salary and remuneration of women to men (all employees)	86.5	87.4	91.9
Social – Employees						
Emp-Training	Training and development	hours p. a.	Average hours per employee	12.28	10.37	13.5
Emp-Dev	Employee performance appraisals	%	of total workforce with performance appraisals	72.2	50.3	82.8
Emp-Turnover	Employee turnover and retention	#	Total number of new hires	119	144	176
		%	Rate	11.9	13.9	15.5
		#	Total number of leavers	110 ²	120	85
		%	Rate	11.0	11.6	7.5
Social – Health and safety						
H&S-Emp	Employee health and safety	%	Injury rate	0.01	0.01	0.004
		%	Lost Day rate	0.01	0.03	0.05
		%	Absentee rate	6.8	6.5	4.9
		#	Work-related fatalities	0	0	0
H&S-Asset	Asset health and safety assessments	%	of assets undergoing health & safety assessments	97.1	98.5	99.8
H&S-Comp	Asset health and safety compliance	#	Incidents of non-compliance concerning the health and safety impacts of products and services	1	3	4
Social – Community						
Comty-Eng	Community engagement, impact assessments and development programmes	%	of assets with community engagement initiatives	100	100	100
Governance – Board composition						
Gov-Board	Composition of the highest governance body	#	of executive board members	2	2	3
		#	of independent/non-executive board members	6	6	6
		years	Average tenure on the governance body	6	0.8	1.4
		#	of independent/non-executive board members with competencies relating to environmental and social topics	1	1	2

¹ Relates only to the Supervisory Board.

² The reason for the large number of persons leaving the company in 2018 in comparison to GRI is that according to the EPRA definition the start of the pension period is also recorded. This is why the overall figure for 2018 was 110.

EPRA Code	EPRA Name	Unit of measure	Indicator	2018	2019	2020
Governance – Board selection						
Gov-Select	Nominating and selecting the highest governance body	description	Election of SB members by the Annual General Meeting (LEG SE Articles of Association section 9; www.leg-wohnen.de/en/corporation/corporate-governance) AR 2020 p. 90 et seq.: Composition of the Boards, SB diversity concept Rules of Procedure for SB section 2 www.leg-wohnen.de/fileadmin/dateien/02_Unternehmen/LEG-Gruppe/Vorstand_und_Aufsichtsrat/GO_Aufsichtsrat_dt_engl_.pdf			
Governance – Conflicts of interest						
Gov-Col	Process for managing conflicts of interest	description	All SB members are independent. SB mandates: www.leg-wohnen.de/en/corporation/leg-group/members-of-the-management-and-supervisory-board SB shareholdings: Publication of all directors' dealings www.leg-wohnen.de/en/corporation/corporate-governance There are no controlling shareholders. Rules of Procedure for SB section 3 www.leg-wohnen.de/fileadmin/dateien/02_Unternehmen/LEG-Gruppe/Vorstand_und_Aufsichtsrat/GO_Aufsichtsrat_dt_engl_.pdf			

EPRA Sustainability Performance Measures (Environmental Portfolio)

EPRA Code	EPRA Name	Unit of measure	Indicator	2018	2019 ¹	2020	2018 lfl	2019 lfl	% change 2018/ 2019 lfl ²	2019 lfl	2020 lfl	% change 2019/ 2020 lfl ³
Energy												
Elec-Abs; Elec-Lfl	Total electricity consumption; Like-for-like total electricity consumption	MWh	Total landlord-obtained electricity ⁴	21,269	20,691	22,307	20,841	20,181	-3.17			
		%	renewable sources	0	85	85	0	87				
		%	Coverage by units	97	98	98	98	98				
DH&C-Abs; DH&C-Lfl	Total district heating & cooling consumption; Like-for-like total district heating & cooling consumption	MWh	Total landlord-obtained district heating and cooling		371,254	380,955				369,428	365,833	-0.97
		%	renewable sources		0	0				0	0	
		%	Coverage by units		100	100				100	100	
Fuels-Abs; Fuels-Lfl	Total fuel consumption; Like-for-like total fuel consumption	MWh	Total landlord-obtained fuels		893,507	910,626				890,905	885,217	-0.64
		MWh	Total landlord-obtained gas		843,924	860,824				842,839	838,668	-0.49
		MWh	Total landlord-obtained oil		49,583	49,802				48,066	46,549	-3.16
		%	renewable sources		0	0				0	0	
		%	Coverage by units		100	100				100	100	
Energy-Int	Building energy intensity	kWh/m ² /year	Building energy intensity	2.52 ⁵	160.2	159.9	2.5 ⁵	2.5 ⁵	-3.15 ⁵	159.6	158.0	-0.97
Greenhouse gas												
GHG-Dir-Abs	Total direct greenhouse gas (GHG) emissions	t CO _{2e}	Direct – Scope 1	-	191,963	196,144				191,340	189,260	-1.09
		%	Coverage by units	-	100	100				100	100	
GHG-Indir-Abs	Total indirect greenhouse gas (GHG) emissions	t CO _{2e}	Indirect – Scope 2 (location-based)	10,081 ⁵	113,669	116,228	9,879 ⁵	1,043	-89.44	111,894	110,868	-0.92
			Indirect – Scope 2 (market-based)									
		%	Coverage by units	electricity: 97% heating & fuel: -	electricity: 98% heating & fuel: 100%	electricity: 98% heating & fuel: 100%	electricity: 98%	electricity: 98%		heating & fuel: 100%	heating & fuel: 100%	
GHG-Int	Greenhouse gas (GHG) emissions intensity from building energy consumption	kg CO _{2e} /m ² /year	Greenhouse gas (GHG) emissions intensity from building energy consumption	1.2 ⁵	36.9	36.9	1.2 ⁵	0.1 ^{5,6}	-89.26	37.1 ⁷	36.8 ⁷	-1.02
Water												
Water-Abs; Water-Lfl	Total water consumption; Like-for-like total water consumption	m ³	Water consumption	4,321,156	4,421,714	4,767,240	4,221,685	4,292,081	1.67			
		%	Coverage by units ⁸	44	45	45	44	44				
Water-Int	Building water intensity	m ³ /m ² /year	Water consumption intensity	1.1	1.1	1.1	1.1	1.1	1.79			

¹ The estimates for 2019 used in the previous year were replaced by the actual consumption/emission values.

² The data were rounded up or down to one decimal place. Performance trends are reported using two or more decimal places for the General Recommendations.

³ Due to the new and more detailed reporting method the statement of the like-for-like values for heating data are meaningful only to a limited extent. This will be fully possible again only in the subsequent year. Data were rounded up or down to one decimal place. Performance trends are reported using two or more places for the General Recommendations.

⁴ Restricted comparability due to an adjustment of the calculation method. For 2018, the consumption figures were extrapolated from the costs posted on the basis of samples. The 2019 consumption figures are based partly on measured data and partly on extrapolations from the costs posted on the basis of samples.

⁵ Relates to electricity only.

⁶ In 2019, emissions were considerably reduced by the transition of a large part to electricity from renewable energies (obtaining certifications of origin).

⁷ Relates to heat energy only. ⁸ The remaining 55 % are excluded as consumption data are not available.

EPRA Code	EPRA Name	Unit of measure	Indicator	2018	2019	2020	2018 lfl	2019 lfl	% change 2018/ 2019 lfl	2019 lfl	2020 lfl	% change 2019/ 2020 lfl
Waste												
Waste-Abs; Waste-Lfl	Total weight of waste by disposal route; Like-for-like total weight of waste by disposal route	t	Total weight of waste	28,141	26,972	29,541				26,818	27,159	1.27
			Residual waste ¹	18,074	17,127	17,959				17,015	16,943	-0.42
			Recyclable materials	1,812	1,740	1,886				1,734	1,751	0.98
			Paper, card, cardboard packaging	7,336	7,189	8,586				7,153	7,544	5.47
			Biodegradable waste	919	916	1,110				916	921	0.55
		%	Coverage by units	30	29	29				29	29	
Waste-Abs; Waste-Lfl	Proportion of waste by disposal route; Like-for-like Proportion of waste by disposal route	%	Total proportion of waste	100	100	100				100	100	
			Residual waste ¹	64	63	61				63	62	
			Recyclable materials	6	6	6				6	6	
			Paper, card, cardboard packaging	26	27	29				27	28	
			Biodegradable waste	3	3	4				3	3	
			Coverage by units	30	29	29				29	29	
Certified assets												
Cert-Tot	Type and number of sustainably certified assets	% of portfolio	Certified assets	99.0	99.0	99.0						
Energy efficiency level A+				0.02	0.09	0.07						
Energy efficiency level A				0.3	0.4	0.2						
Energy efficiency level B				1.8	1.7	2.7						
Energy efficiency level C				8.6	8.1	10.4						
Energy efficiency level D				23.5	23.8	25.1						
Energy efficiency level E				21.9	22.5	20.5						
Energy efficiency level F				19.6	18.6	16.9						
Energy efficiency level G				12.2	12.4	11.6						
Energy efficiency level H				12.0	12.5	12.5						

¹ The majority of the residual waste is burnt for energy recovery in waste incinerators.

EPRA Sustainability Performance Measures (Environmental rented offices)

All administrative buildings are reported from the 2020 calendar year onwards. Information was provided from eleven locations, both internally and externally rented properties. In previous years only consumption of the headquarters in Dusseldorf was reported.

EPRA Code	EPRA Name	Unit of measure	Indicator	2018	2019	2020	2019 lfl ¹	2020 lfl ¹	% change 2019/2020 lfl ¹
Energy									
Elec-Abs; Elec-Lfl	Total electricity consumption; Like-for-like total electricity consumption	kWh	Total landlord-obtained electricity	56,258	57,198	450,007 ²	57,198	49,002	-14.33
		%	renewable sources	0	0	0	0	0	
		%	Coverage by floor area	100	100	100	100	100	
DH&C-Abs; DH&C-Lfl	Total district heating & cooling consumption; Like-for-like total district heating & cooling consumption	Mwh	Total landlord-obtained district heating and cooling submetered to LEG	1,004	1,019	1,152	1,019	1,032	1.28
		%	renewable sources	0	0	0	0	0	
		%	Coverage by floor area	100	100	100	100	100	
Fuels-Abs; Fuels-Lfl	Total fuel consumption; Like-for-like total fuel consumption	Mwh	Total landlord-obtained fuels submetered to LEG	0	0	700	0	0	
		Mwh	Total landlord-obtained gas submetered to LEG	0	0	700	0	0	
		Mwh	Total landlord-obtained oil submetered to LEG	0	0	0	0	0	
		%	renewable sources	0	0	0	0	0	
		%	Coverage by floor area	100	100	100	100	100	
Energy-Int	Building energy intensity	kWh/m ² /year	Building energy intensity	108	110	100	110	110	0.45
Greenhouse gas									
GHG-Dir-Abs	Total direct greenhouse gas (GHG) emissions	t CO _{2e}	Direct – Scope 1	0	0	141	0	0	
		%	Coverage by floor area	100	100	100	100	100	
GHG-Indir-Abs	Total indirect greenhouse gas (GHG) emissions	t CO _{2e}	Indirect – Scope 2 (location-based)	245	249	323	249	289	16.06
GHG-Int	Greenhouse gas (GHG) emissions intensity from building energy consumption	t CO _{2e}	Indirect – Scope 2 (market-based)	n/a	n/a	n/a	0	0	
		%	Coverage by floor area	100	100	100	100	100	
		kg CO _{2e} /m ² /year	Greenhouse gas (GHG) emissions intensity from building energy consumption	25	25	20	25	30	16.05

¹ Like-for-like analysis relates only to the headquarters in Düsseldorf.

² All administrative buildings are reported from the 2020 calendar year onwards. Information was provided from eleven locations, both internally and externally rented properties. In previous years only consumption of the headquarters in Dusseldorf was reported.

EPRA Code	EPRA Name	Unit of measure	Indicator	2018	2019	2020	2019 lfl ¹	2020 lfl ¹	% change 2019/ 2020 lfl ¹
Water									
Water-Abs; Water-Lfl	Total water consumption; Like-for-like total water consumption	m ³	Water consumption	3,101	3,153	7,817	3,153	3,714	17.79
		%	Coverage by units	100	100	100	100	100	
Water-Int	Building water intensity	m ³ /m ² /year	Water consumption intensity	0	0	0	0	0	17.79
Waste									
Waste-Abs; Waste-Lfl	Total weight of waste by disposal route; Like-for-like total weight of waste by disposal route	t	Total weight of waste	77	77	164	77	77	0
			Residual waste	77	77	99	77	77	0
			Recyclable materials	0	0	1	0	0	0
			Paper, card, cardboard packaging	0	0	57	0	0	0
			Biodegradable waste	0	0	7	0	0	0
		%	Coverage by floor area	100	100	100	100	100	
Waste-Abs; Waste-Lfl	Proportion of waste by disposal route; Like-for-like Proportion of waste by disposal route	%	Total proportion of waste	100	100	100	100	100	
			Residual waste	100	100	60	100	100	
			Recyclable materials	0	0	1	0	0	
			Paper, card, cardboard packaging	0	0	35	0	0	
			Biodegradable waste	0	0	4	0	0	
			Coverage by floor area	100	100	100	100	100	
Zertifizierter Bestand									
Cert-Tot	Type and number of sustainably certified assets ²	% of portfolio	Certified assets	99.0	99.0	99.0			

¹ Like-for-like analysis relates only to the headquarters in Düsseldorf.

² There is no disclosure, since there is no legal requirement to prepare energy certificates for non-residential buildings.

FURTHER INFORMATION

76 Contact details and imprint



Contact details and imprint

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Note

The separate, non-financial 2020 Group report has been published in German and English in the 2020 annual report. The German version takes precedence. The 2020 sustainability report is available in German and English. The German version is always authoritative.

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